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ABSTRACT

This learning aid is intended to help Americans become more effective in understanding and communicating with Latin Americans. The book consists of the following: (1) a map of Latin America, with area and population statistics for the various countries; (2) a brief description of the land, the people, the economy, diet, religion, government, education, and customs and courtesies; and (3) descriptions, in terms of realistic situations involving American visitors to Latin America, of certain attitudes, values and assumptions (here called themes) important to Latin American culture - time and work, individualism, machismo, religion, Latin American family, etiquette and personalism. A self-test is given after each theme. An appendix provides "culturgrams" (brief descriptions of the land, the nation, the people, lifestyle and customs and courtesies) for Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Paraguay, Peru, Uruguay and Venezuela. A list of survival phrases in Spanish and Portuguese, an explanation of common signs, sizes and weights and measures, and a brief bibliography are also given in the appendix. (RM)

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Latin America

Intercultural Experiential Learning Aid

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The information in this Learning Aid was taken from many sources which were the best available to the editors at the time of preparation. Views expressed or implied in this publication are not necessarily those of Brigham Young University.

The editors have tried to present the characteristics of these people in an objective manner, without undue bias or emphasis. Where we have failed, we apologize for the erroneous impressions that may result and request that comments and corrections be sent to the Language & Intercultural Research Center, 240 B-34, BYU, Provo, Utah, 84602.

The editors are aware of the inherent dangers in using illustrations of a caricature nature since the style depends on distortion or exaggeration of features or mannerisms. The illustrations are intended to enliven the presentation, to make a contrast more graphic, and to help the reader visualize and retain a concept more easily. It is not implied that an idea presented by the illustration does reflect reality.

We appreciate and acknowledge the comments and contributions of various individuals and organizations in the preparation of this publication.

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Latin Americans are as simple and cosmopolitan, as complex "a people" as all the world they represent. There is a unique sameness that always makes communication between and with them an adventure that is both enchanting and exciting. . . and never less than challenging. This is so especially when you are one with them; and more particularly when you understand them. --Explorings of Ideators--

Latin America

Introduction

An Intercultural Experiential Learning Aid is a challenging, different, and exciting tool. Its purpose is to help you to be more effective in understanding and communicating with other people, especially those of other cultures.

It has been said that in some ways you are like all other people, like some other people, and like no other person. Like you, for example, Latin Americans would cry at a funeral, laugh at a good joke, and become irritated if bothered while trying to sleep. Love, anger, or fear are found to some degree in all humans. Desires to be accepted and to have peace of mind are also universal. However, different people possess different attitudes and values and have distinct patterns of behavior.

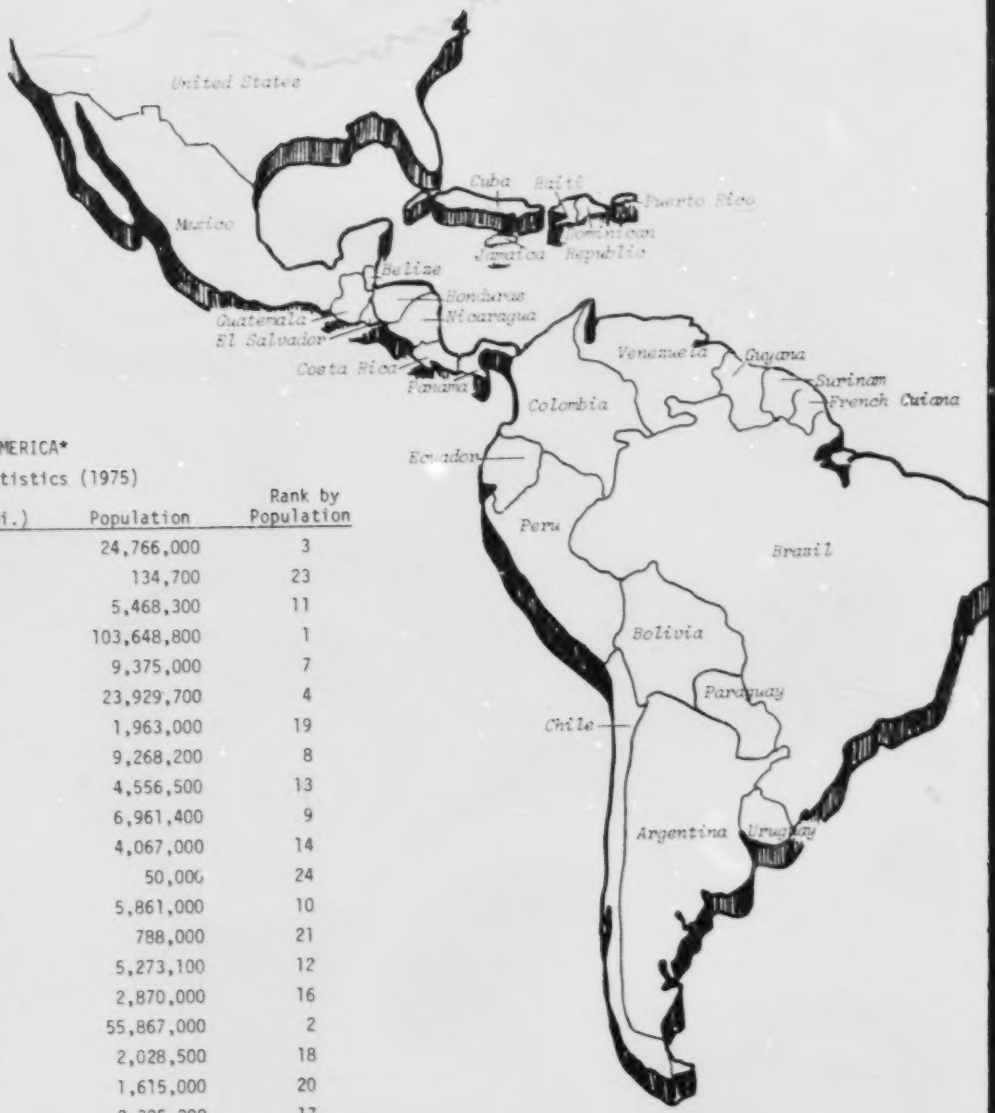
The introductory packet, *Into Intercultural Communications*, emphasizes that you are saturated with your own culture. You too have a culture that affects the way you think and the way you react to the circumstances you encounter just as the way Latin Americans think and act is determined by their culture.

This Learning Aid can help you communicate better with people who are like you in some ways and not like you in other ways. These ways are not necessarily right or wrong, better or worse; they may be just different, unfamiliar, and perhaps even offensive.

While in Latin America, you will encounter many differences in food, laws, religion, language, dress, and basic attitudes. You will be tempted at times to wonder about the "strange foreigners" around you. At these times, it would be good to remind yourself that the Latin Americans are just reflecting their culture and that in fact you are the "foreigner," the one who is different. When you learn what customs and behavior are acceptable and common in Latin America, you will communicate more effectively with the people in these lands and your association with them will be pleasant and meaningful.

The purpose of this packet is to give you an introduction to Latin America. It includes a general description of Latin America and its people and identifies some cultural characteristics that these countries have in common.

The appendix contains brief culture summaries of some Latin American countries. For more detailed information on a specific country, the reader is referred to the country/culture-specific Learning Aids published by the Language Research Center.



LATIN AMERICA*

Comparative Statistics (1975)

Rank by Area	Country	Area (sq. mi.)	Population	Rank by Population
2	Argentina	1,073,700	24,766,000	3
23	Belize**	8,867	134,700	23
6	Bolivia	424,163	5,468,300	11
1	Brazil	3,286,490	103,648,800	1
8	Chile	292,256	9,375,000	7
5	Colombia	439,735	23,929,700	4
20	Costa Rica	19,575	1,963,000	19
15	Cuba	44,218	9,268,200	8
21	Dominican Rep.	18,818	4,556,500	13
10	Ecuador	109,483	6,961,400	9
24	El Salvador	8,261	4,067,000	14
18	French Guiana	35,135	50,000	24
17	Guatemala	42,042	5,861,000	10
11	Guyana	83,000	788,000	21
22	Haiti	10,714	5,273,100	12
16	Honduras	43,227	2,870,000	16
3	Mexico	761,605	55,867,000	2
14	Nicaragua	50,193	2,028,500	18
19	Panama	29,028	1,615,000	20
9	Paraguay	157,047	2,305,000	17
4	Peru	496,225	15,359,200	5
13	Surinam	63,043	445,000	22
12	Uruguay	68,536	3,027,400	15
7	Venezuela	352,143	11,852,700	6

*Latin American concentrations in the United States, including Puerto Rico, are not included.

**Formerly British Honduras

DID YOU KNOW THAT IN LATIN AMERICA...

Although Mexico is one-fourth the size of Brazil, its population is only one-half that of the larger country. Honduras is one-third the size of Paraguay yet has a slightly larger population.

If Chile were placed in the United States it would stretch from Seattle, Washington, to Miami, Florida, yet it averages only 110 miles wide, and is only 221 miles wide at its widest point. It is just slightly larger in area than California and Nevada combined.

Geographically, all of South America lies east of Florida.

Mount Aconcagua, Argentina, the highest point in Latin America, is 2500 feet higher than Mt. McKinley, Alaska.

Brazil is large enough to encompass the entire continental United States, with enough room left to put Texas in a second time, yet the population of Brazil is less than one-half that of the United States.

Oh, That Place!

To many, the term *Latin America* conjures up visions of gauchos, bullfights, burros, and men snoozing beneath a cactus plant. Others picture a sweltering tropical jungle with giant insects and head-hunting natives.

Whatever you may remember about Latin America from your sixth-grade world geography class, and regardless of what the movies have portrayed, the details will be incomplete if you try to lump all of Latin America and so-called Latin people into one big stereotype.

It is a common error to think that all of Latin America is like the small part with which we are already familiar (usually Mexico, because it is our nearest neighbor). Many misconceptions about Latin America may be eliminated if some basic generalizations are clarified.

The Land

Latin America consists of the independent nations in the western hemisphere that were settled by the "Latin" countries: Spain, Portugal, France, and Italy. These "Latin" countries extend from Mexico in the northern hemisphere, to the southern tips of Chile and Argentina, very near Antarctica.

Latin America is a huge, diversified area covering almost eight million square miles, with a wide range of climates and geographic features. Nearly every Latin American country has some of its territory located within the tropics. One of the world's largest tropical forests is the Amazon drainage area. In fact, the Amazon River, which cuts through the middle of this great forest in Brazil, Peru, Ecuador, and Colombia, drains more land than any other river in the world and is over 150 miles wide at its mouth.

However, many areas in Latin America are not tropical at all. The Andes, which stretch the length of South America, are some of the most rugged mountains in the world. Many of their peaks are covered with snow the year round. Much of Mexico is very dry, and the Atacama desert in Northen Chile is one of the driest places on earth. On the other hand, in southern Chile and western Argentina are some of the most beautiful mountains and lakes to be seen anywhere.

In short, Latin America has about as great a variety of climate and natural environment as any other great body of land on earth.

The People

Such a large area is also "home" to a diverse population. There are over 300 million people in Latin America (compared to about 214 million in the United States), over half of them living in Brazil and Mexico. Four of the world's twenty largest cities are in Latin America. These include São Paulo and Rio de Janeiro, Brazil (both among the ten largest metropolises in the world); Buenos Aires, Argentina; and Mexico City. The population in Latin America is increasing rapidly. At the present rate, it will have twice the population of the United States by the end of the century. Mexico has the fastest-growing population in the world.

Natives of the United States like to think of themselves as "Americans" and of the Latin Americans as Peruvians, Mexicans, Brazilians, and so on. They forget that Latin Americans are also Americans and proud of it. (They too celebrate Columbus Day.) They consider us North Americans, and we should refer to ourselves as such while in Latin America.

"Latin" America is, in many instances, a misnomer. In Mexico, for example, there are probably as many full-blooded Indians as full-blooded Spaniards. Eighty-seven percent of the population is of mixed descent. Many countries have a large Indian population. In Paraguay the Indian language, Guaraní, is officially recognized and is used along with Spanish in government and business. Over half of the five million people in Bolivia are Aymara and Quechua Indians who speak their Indian languages.

A large number of Argentines are of Italian descent, and Uruguay has a high percentage of people from Italy and various countries of northern Europe. Chile is Spanish-speaking, yet her national hero, General O'Higgins, was the son of an Irish immigrant; one of her great navel heroes, Lord Cochran, was a Scot; and the first commander of her navy was Charles Wooster from Massachusetts.

Brazil, is one of the greatest melting pots in Latin America. In the northern half of the country, 30 percent of the population is full-blooded African and another 30 percent is a mix-

ture of African, Indian, and Portuguese. The largest oriental colony in the western world is in southern Brazil. It numbers nearly a million Japanese. There are also large colonies of Germans and other Europeans in southern Brazil.

All Latin Americans are not dark haired and dark skinned. Many, particularly those in some parts of Brazil, Uruguay, and Argentina, are fair skinned and blue eyed. Others represent a diversity of cultural heritage. Italians, Syrians, Japanese, Swiss, German, and others consider themselves Latin Americans and have no immediate tie to their lands of origin.

So, racially speaking, there are many influences below the Rio Grande besides "Latin."

In parts of Latin America, the Spanish word for Indian, *Indio*, is a derogatory term and is a cultural or an economic rather than a racial designation. One can offend by using the term because *Indios* may be considered backward, primitive, and poor. When an Indian adopts the language, customs, and dress of the Latins around him, he no longer considers himself an Indian, even though, racially speaking, he may have no European blood at all.

Economy

Generally speaking, Latin America is economically poorer than the United States. The rich are comparably rich, but there are very few who would fit into the category of middle class. Although the middle class is growing, the vast majority of Latin Americans would be considered lower class or poor according to United States living standards.

To own an automobile in Latin America is a sign of being well-to-do. Televisions and kitchen appliances are also evidences of wealth. Many middle class families do not own a car or washing machine. Televisions and refrigerators are more common. Telephones are expensive and difficult to obtain. Some inconveniences may be expected in the use of communication facilities.

The poor in Latin America have none of these luxuries. They often have inadequate diets, and many live in makeshift homes with dirt floors and no running water or sewer system. Many of those whom we regard as poor in the United States would be considered middle class in Latin America. Regardless of your economic status in the United States, most Latin Americans will consider you rich simply because you are a North American.

This economic disparity between the United States and Latin America has fostered the North American misconception that all Latin America is made up of scattered rural villages without paved roads or modern transportation. Much of Latin America was this way in the past, and some isolated areas would still fit this description. But today some of the world's largest cities are in Latin America, cities that rival any other in beauty and modernness. It is true that there are fewer cars in Latin America than in the United States, but throughout Latin America bus networks make intercity and intracity transportation convenient and inexpensive. Train networks are more limited.

Diet

A visitor from the United States may be expecting to eat tacos, enchiladas, and hot, spicy foods in every land "south of the border." But he will be surprised to learn that most Latin Americans do not even know what Mexican food tastes like. Each country has its own favorite dishes and typical foods, often centered around beans, rice, fruit, and meat.

Religion

"To be Latin is to be Catholic" has been true for centuries. Over 90 percent of all Latin Americans are members of the Roman Catholic Church. Traditionally the church exercised great authority over Latin American society, even to the point of being more powerful than the state. This is now true only in the most rural and undeveloped areas of Latin America. Still, only those who take some definite step to renounce the Catholic faith and join another church are ever considered as other than Catholic.

Although most world religions are represented in Latin America, Catholicism still has a great

deal of influence in nearly all aspects of Latin American life. But active participation by members is decreasing because of disenchantment with the church in its traditional forms. There is, in fact, an increased secularization in all of Latin America. The church and state are now generally separate, and religious freedom is granted. (See Theme IV)

Government

Generally speaking, the Latin American countries have had considerable problems in establishing and maintaining stable democratic governments. There have been frequent revolutions in a number of the countries. Most have been or are now controlled by dictators or military regimes. Others have had problems with revolutionary guerillas. The problems and concerns of individual countries vary greatly and are detailed in the culture-specific booklets.

If you are not acquainted with the political situation of the country, it is generally advisable to avoid political discussions. Don't give advice or comment on political systems that are very different from your own and which must contend with different situations and problems.

Most Latin Americans are very proud of their countries. They realize that improvements can be made, yet they are fiercely proud of the progress of the last century. North Americans should avoid challenging this nationalistic attitude by not comparing Latin America with the United States.

The business of government is carried out more formally than in North America. The military is also more highly visible. Military detachments are part of most large parades. Military men are stationed in public buildings and on the highways.

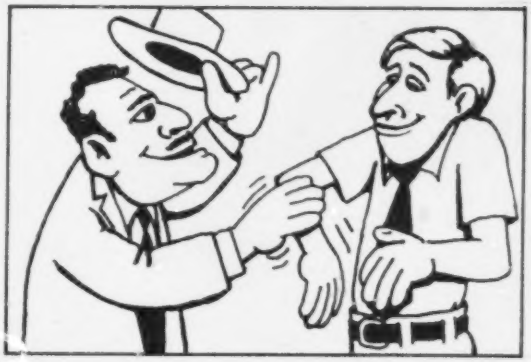
Education

It is difficult to generalize about education in Latin America because each country's system differs a great deal from its neighbor's. Whereas there had previously been as high as 95 percent illiteracy, now about 70 percent of all Latin Americans are literate. This figure is steadily increasing as education becomes more widely available and adult education programs become more prevalent. There are more private schools in Latin America than in the United States, often associated with the Catholic Church.

Customs & Courtesies

Because Latin America is represented by a variety of peoples whose histories are not necessarily parallel, each country has its own traditions and customs. Some generalizations can be made, however, about courtesies and customs common to all:

* Men and new acquaintances generally shake hands when they meet. In some areas, if the hands are dirty or wet, it is appropriate to offer the forearm or left hand to shake. When friends meet



after a lengthy separation, it is not uncommon for them to give each other a hearty embrace or *abrazo*, sometimes accompanied by sound backslapping. Kissing on the cheek is the accepted greeting among women.

* Women should not talk to strangers in public without being properly introduced.

* When approaching a policeman, customs official, or other stranger for information, always greet him before asking your question. To omit this courtesy could be considered rude.

* Don't be alarmed if someone stands very close to you, fingers your lapel, or touches your shoulder during a conversation. Latin Americans typically stand much closer to each other during conversations and find nothing wrong with touching the other person or his clothing.

* The Latin Americans will respect your efforts to speak as much Spanish or Portuguese as you can, even if you know only a few words. Spanish will be understood in Brazil, although the national language is Portuguese, a fact of which the Brazilians are very proud.

* Eating on the street or on public transportation systems is considered bad manners in most parts of Latin America. Yawning and stretching in public are also not acceptable.

* Never venture into public without first wrapping or putting into a bag or briefcase any items you might be carrying (e.g., clothes, shoes, purchases, food).

* At all times act reserved and show respect to the people opening their doors to you. Be well-mannered. Observe them and follow their examples in your actions. Never think that your ways are superior to theirs. Remember that our cultures are neither superior nor inferior to each other--just different.

More information on customs and courtesies appropriate for specific countries can be found in the appendix.

A People To Get To Know

Apart from "places to go and things to see," there are "people to know in Latin America." Communication goes much deeper than "language." Behaviorisms, ways of thinking, and manners of living also relate to communication.

In every culture certain feelings or assumptions influence how members of that culture act, and determine what value they place on certain things and ideas. Descriptions of these feelings and assumptions are here called themes.

Themes are a way of discussing a culture by using examples of behavior and attitudes. For example, North Americans seem to consider it an extremely admirable trait to do well in business and become wealthy. This theme is illustrated by the fact that in the United States the wealthy men of the community are treated with the most respect. On the other hand, the Asian cultures believe that the most desirable trait is wisdom.

Knowing the characteristic assumptions of the culture makes it possible to predict how the members of that culture will act in situations that involve the theme. For instance, North Americans are a time-conscious people. "Time is money" is a popular axiom. They believe that promptness is very important and that tardiness is a symptom of indifference and inefficiency. You will learn on the following pages why a Latin American may be confused by the North American who always seems to be in a hurry, who expects others to be on time for appointments, and who apologizes for being a couple of minutes late.

A special exercise is used to illustrate these themes. First, a lifelike situation is presented in which a person like you is in a position that could prove frustrating or embarrassing to all involved. Inherent in each situation is an underlying way of thinking or doing (a theme) that is part of the Latin American culture. As you read each incident, identify the theme. Try to imagine the other circumstances in which it might occur.

Next, the theme will be discussed as it relates to cultural concerns. Finally, another situation and variety of possible reactions will be described. Using what you have learned from your study, you are to choose one reaction. The various alternatives are then discussed.

Several significant general cultural themes found throughout Latin America have been chosen. As you understand and apply these principles of communication, you will adjust to other similar situations more easily. The themes to be discussed are:

THEME I: TIME AND WORK, "CAREFUL, MR. MATTHEWS"

THEME II: INDIVIDUALISM, "WHAT DO I DO NOW?"

THEME III: MACHISMO, "MR. ANDERSON'S FIRST ADDRESS"

THEME IV: RELIGION, "IT'S WHAT DAY?"

THEME V: LATIN AMERICAN FAMILY, "DO YOU CALL THIS TYPICAL?"

THEME VI: ETIQUETTE, "BUT YOU PROMISED"

THEME VII: PERSONALISM, "IT'S NOT WHAT YOU KNOW BUT WHO"

THEME 1

Careful, Mr. Matthews!

"Señorita, are you sure Señor Vega remembered our appointment?" Mr. Matthews asked for the second time.

"Oh yes, I'm absolutely positive."

"But it's nearly 3:45. I've been waiting here since three o'clock." Matthews said impatiently. "Why don't you remind him?"

"He's probably just taking care of some last minute items. I'm sure he hasn't forgotten that you're waiting. He'll no doubt be free right away." said the secretary.

Mr. Matthews returned to his chair. "I guess I'd better not press the matter any further," he thought. "She seems to be getting a little upset. But why should she be put out? Who does Vega think he is anyway? I've been waiting for nearly an hour!"

He sat back and tried to concentrate on the magazine he was looking at, even though he didn't understand a word of Spanish.

He thought back to when he had first arrived in Peru. That had been nearly a month ago. He had enjoyed most of that time spent in Lima. But since he had come to the interior, things had been different.

"There are times," he thought, "when I would like to pack my bags and just not bother with this place anymore. Like that workday we scheduled two weeks ago to lay brinks for the new park compound. Most of the supervisors didn't even show up, and the few that did seemed to think it was beneath themselves to work up a sweat. And then there was that committee meeting last week. Nobody got there on time. There were people straggling in nearly an hour after the meeting was supposed to have started."

"Señor Vega will see you now," said the secretary, interrupting Mr. Matthews' thoughts.

"Thank you," responded Matthews as he entered Vega's office. "I don't know what I'm thanking her for, though," he thought. "I've never been treated so rudely! Who does he think I am, the paper boy?"

Time and Work

Mr. Matthews had better be careful. If he goes into Mr. Vega's office as angry as he is now, he may completely defeat the purpose of his visit. But then again, hasn't Matthews good reason for being upset?

No, not really. Mr. Matthews supposes that things should happen as he's used to them happening in the United States. He fails to realize that cultural differences, not any lack of respect on the part of the Latin Americans, have caused his frustration.

What is it that Mr. Matthews has misunderstood?

First, he apparently doesn't understand the Latin American concept of time. In the United States every miunte counts. Punctuality is a virtue, and "time is money." Being on time for every meeting and appointment is imperative.

The Latin Americans, however, have a very different idea of what time is. Traditionally it has been much less important to them. To be a half hour late for an appointment is not improper. And Latin American maids can never quite understand why the North Americans insist on having dinner ready right on time.

Mr. Matthews' experience of having to wait an hour to see Señor Vega is not unusual. In fact, Señor Vega probably felt that letting Matthews into his office right on time would show too much eagerness. He let him sit in the waiting room for a while to insure his position in Mr. Matthews' eyes.

Second, Matthews has misunderstood the Latin American attitude toward work. Because North Americans feel that "time is money," they treat the time they are on the job as time not to be wasted. They believe that they should be busily engaged as much as possible. Except for occasional short breaks, they consider it dishonest not to be working every minute during office hours.

Most Latin Americans think that North Americans are too complusive about work and getting the job done, and that they put too much emphasis on efficiency. Latin Americans see work as some-

thing quite different. For example, it isn't uncommon for a Latin American to hold down two jobs simultaneously. He may handle both jobs from one desk or move from job to job, spending some time at each. He thinks of his job as an integral part of his life, not just something to occupy the hours between eight and five. It's true he may not arrive at work on time and he may spend a lot of work time in idle conversation, but he may take things home to work on or stay late at the office to finish some project.

The Latin American may focus more on "activity" than results, and he may misunderstand the North American's insistence on seeing a visible result from his work. He considers that by being "busy" he is working "as hard as he can," regardless of resulting production. The Latin American will relax and enjoy himself without worrying about the fact that he is getting "nothing" accomplished.

Closely allied to their attitude toward work is the attitude of Latin Americans toward manual labor. Manual labor is associated with poverty or with the lower class, so middle and upper class people consider it degrading. North Americans feel uncomfortable with the idea of having servants, but in Latin America labor is cheap and nearly all people in the middle and upper classes have maids. Latin Americans do not understand why North American women actually enjoy doing the housework themselves (with the help, of course, of all kinds of gadgets) or why they feel embarrassed to have a maid, since to be without a maid or servant in Latin America, to have to stoop to doing manual labor, is tantamount to lowering one's self to a lower social status.

Considering these cultural contrasts, it isn't too surprising that Mr. Matthews' workday turned out to be a flop.

Just as in North America, there are hard workers and people who are just lazy. All Latin Americans don't think about time and work as here described. There are even regional differences. In the larger cities things are very much as they are in the United States. But in the smaller cities and towns the situation Mr. Matthews encountered is quite common.

Related to the Latin American's orientation to time and work is the value that he places on achievement and success. North Americans have a great desire to achieve and to be "successful," which is often considered in terms of money and the things that money can buy. They feel that the best way to achieve this success is through hard work. They are very practical and seem always to be looking for a better way to increase efficiency and achieve the greatest success. They look for a visible production from their work and the practical application of their ideas.

Success is often something quite different for the Latin American. To him, success depends largely upon living happily in the position and status into which he is born. He is much more content with the role tradition would have him play than are North Americans.

The tradition of stoically accepting the social and financial level into which one is born has also modified with the advent of modern industrialized society. Now there is more mobility between social levels. Modern advantages seen in movies and television also motivate the Latin American to improve his lot.

Within the limits of his present social level he will try to present the most favorable impression possible and to deal with his working role in a dignified manner. For example, a plumber may arrive at a home in a suit, with his tools and work clothes in a satchel. After work, he will ask to shower and change back into his suit to go home. The custodian of an office building may take a taxi to work, arriving in a suit and with an empty briefcase in hand.

To the Latin American, it makes much more sense to live happily in the present than to work hard to improve a position in the future at the expense of enjoying the present. One can achieve in Latin America either by being born into a successful family or by marrying into one. If neither of these are possibilities, one must know someone important whose influence could help him achieve success. (See Theme VII.)

Summary

LATIN AMERICANS ARE CASUAL ABOUT BOTH TIME AND WORK. THERE IS NOTHING URGENT ABOUT ARRIVING EVERYWHERE EXACTLY ON TIME. THEY ARE NOT PARTICULARLY CONCERNED WITH BEING HARD AND EFFICIENT WORKERS: IF POSSIBLE, THEY WILL AVOID MANUAL LABOR. IN ADDITION, SUCCESS AND ACHIEVEMENT ARE MEASURED IN TERMS OF ACCEPTING THE SOCIAL POSITION INTO WHICH ONE IS BORN AND ADVANCING THROUGH THE INFLUENCE OF SUCCESSFUL FAMILY MEMBERS OR FRIENDS.

Time to Test Yourself

You are in charge of a work crew assigned to complete a project in two weeks. The production of some employees is below the preestablished production goals. These employees don't seem to be putting all their effort into the task. It is true that they often stay and work on their own time, but they are constantly late for meetings and appointments and can often be found "loafing" on the job. You have reevaluated the deadline and again found it to be realistic. It is important that you get the job done on time.

What do you do?

1. Realize that you are in a different culture and that their casual attitude is typical of that culture. Don't do anything. Just keep bulldozing ahead and hope you make the deadline.

2. Call the worst offenders into your office, confront them with the problem, and give them one more chance. If they don't comply, fire them and get some men who will work.

3. Confront them with the problem. Explain the deadline and why you must reach it. Let them know that you expect them to fulfill their work obligations.

4. Try to discover how the Latin Americans would handle the problem. Determine the differences that exist between you and your workers in the way you each view the situation and then, with this background, decide on a solution.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. Bulldozing ahead won't solve anything. It will only make the Latin Americans feel that you are preoccupied with being efficient and meeting a deadline. You've recognized that there is a problem, and hopefully you've recognized that it's a cultural one. Now the next step is to find a solution compatible with Latin American culture.

2. Scare tactics very seldom work. Even if you did fire them you'd just have to rehire Latin Americans. You can't send away for a dozen North Americans to do the job for you. By firing them you're complicating the problem, not solving it. (See Theme II.)

3. That's not a bad choice. You may be able to convince them to work harder and get the job done. But you're not dealing with North Americans. You're dealing with Latin Americans, and Latin Americans think differently about work and time than do North Americans. Before giving them a "pep talk," maybe you could consider their viewpoint. Consider what a Latin American would do in your shoes.

4. A good choice. As a North American, everything you have learned will push you into working harder and "getting the job done." But you've made the right choice. It's much better to stop and take a breather. Take it easy; consider the Latin Americans' point of view and then try to approach the problem as a Latin American might.

THEME 2

What Do I Do Now?

Mr. Martin stepped out of the air-conditioned 747 jet into the hot Buenos Aires sun. "This place is so humid the air seems heavy," he thought. He remembered that Mr. Stevens was supposed to be at the airport to meet him.

It didn't take him long to notice Stevens waving his arms above the crowd. "Hello, Mr. Martin. Welcome to Argentina," Stevens greeted as they approached each other. "How was the trip?"

"Great," replied Martin enthusiastically. "A little long, but very enjoyable. It's sure good to finally get here. I'm anxious to get started. How is the project coming along?"

"Oh, I'm afraid it's going kind of slow," Mr. Stevens responded. "But then you don't want to hear about that now. We'll at least wait till we get to office before we begin talking business."

----------Later, at the office----------

"What exactly seems to be the problem?" Martin asked.

"I'm really not sure. The committee members are some of the best people available, and the chairman is perfect for the assignment. But they can't seem to come to an agreement on anything. They seem to do fine in their individual assignments, but when they get together as a group they just don't get anything accomplished. We've changed chairmen several times in an effort to find the right combination, but that hasn't helped much. In fact, at times there has been a real feeling of competition between those in positions of leadership. We've even offered incentives, but that hasn't worked either. I'm afraid I just don't know where to go from here."

Individualism

Mr. Stevens finds himself in a position not uncommon in any country. Committees are notorious for having difficulty accomplishing anything. However, this committee has some purely Latin American characteristics.

Latin Americans, generally speaking, strive to achieve a certain amount of individuality. However, their concept of individuality is very different from that of North Americans. Instead of trying to "do it alone" or be "self-supporting" in an effort to make a "success" of their lives, Latin Americans attempt to be individuals by being recognized for their own personal qualities--not for what they have done, but for who they are. They desire recognition as someone separate and distinct from others.

They gain this recognition in a number of ways. One way is simply by forming lasting personal relationships from which they gain satisfaction as a result of being recognized and treated as individuals, distinct and separate from anyone else or any group. Men may also achieve this individuality by being *macho*. (See Theme III.)

This Latin American individualism may make it very difficult for a Latin American to work harmoniously with many others who are working to achieve an abstract goal. North Americans find it fairly easy to be loyal to the company for which they work. They demand no more recognition for their loyalty than the acquaintance and friendship of those with whom they work. The Latin American, on the other hand, is more inclined to be loyal, not to "the job," but rather to some individual superior to him in the organization. He attempts to establish a personal relationship with this person and thus gain individual recognition on a personal basis. The superior also receives satisfaction from the attentions of those below him in the organization.

Mr. Stevens' committee members were put into a position in which they were expected to act as a group, and yet they all wanted to be recognized individually and to express themselves individually. The committee could probably still have been successful if it had a leader who could give each member the personal recognition he needed and with whom the committee members could associate and share a personal relationship.

Instead, Mr. Stevens continually changed the committee chairmen in an effort to make the committee more productive. This may also have a detrimental effect, as the desire for recognition could create competitive feelings among the "former chairmen," who may be openly critical or work in subtle ways to insure that the current chairmen does not do a better job than they did.

This need to be recognized as an individual and to be well thought of because of one's personal qualities and virtues can also be seen in the Latin American's desire to maintain his personal dignity regardless of the occasion or the person with whom he is dealing. (See Theme VI.)

Summary

THE LATIN AMERICAN CONSIDERS HIMSELF AN INDIVIDUAL, AND HE WANTS TO BE RECOGNIZED AND TREATED AS SUCH. HE HAS DIFFICULTY VIEWING HIMSELF AS JUST PART OF THE GROUP. HE THINKS THAT BECAUSE OF HIS PERSONAL QUALITIES AND ABILITIES HE CAN JUSTLY BE ISOLATED FROM THE GROUP AND SEEN AS AN INDIVIDUAL APART FROM IT. ASSOCIATED WITH THIS IS THE NEED TO MAINTAIN HIS PERSONAL HONOR AND DIGNITY NO MATTER WHAT THE OCCASION OR THE PERSON WITH WHOM HE IS DEALING.

Time to Test Yourself

You have been asked to temporarily direct the efforts of thirty employees in a newly organized project until local leadership can be located and hired. Since you won't be in the position long, you determine that it will be best to run a very

tight business, maintaining a certain social distance between you and your employees and demanding high standards of efficiency and production.

However, after a week on the job you are finding it almost impossible to maintain that desired professional distance. Several of your employees are beginning to treat you like their best friend. They call you by your first name and in general don't show you the deference you think your position deserves.

What do you do?

1. Apparently these few are trying to win your favor. They obviously want your approval and hope to qualify to receive benefits otherwise not forthcoming from their positions. Why not fire one or two as an example to the rest of the employees?

2. It's quite apparent to you that they're trying to gain special attention. Nevertheless, since you're in the position temporarily maybe you should seek advice from the local company leadership about what you should do.

3. There's no problem! Even if they are trying to "get in good" with the boss, you know better than to give in to their wants. Just ignore them.

4. You're going to be replaced in just a week or two. Forget about the whole thing.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. In Latin America, rarely can an employee be fired simply because he doesn't do a good job. About the only reasons for which someone can be fired are stealing from the employer, blatant impudence or gross disrespect to the employer or his clients, and "subversive" activities that do substantial harm to the employer. If an American fires a Latin American simply because of the circumstances described above, the reaction may be violent or hysterical. This would be a severe blow to the personal dignity of the employee, as it would imply he had committed one of these grievious errors.

2. What seems apparent to you is probably not the real problem. Therefore, you're doing the proper thing by asking for advice and counsel from local leaders who know their people and their culture.

3. In this instance, ignoring the fact that there is a problem and ignoring the men will only cause more problems. They will label you a cold, insensitive North American.

4. That's always bad rationalization. Even if you were going to be there for just another day or two you shouldn't give up on trying to solve the problem. If you deny that the problem exists, you will also blind yourself to the possibility of other problems.

THEME 3

Mr. Anderson's First Address

Mr. Anderson stepped to the stage. He nervously thumbed through his notes, situated his books on the corner of the podium, drew a deep breath, and slowly looked up at the audience.

Mr. Anderson was new in his position. He had been hired just a few weeks before. This was his first real speaking assignment, and he wanted very much to deliver an impressive message. Before leaving the United States he had studied diligently in an effort to preassess the problems and needs of the people of Costa Rica. He had

obtained material on the history and culture and made a real effort to acquaint himself with the customs and cultural practices.

In his studies he had read of the Latin American *machismo*. He learned that Latin Americans look up to the man who is self-confident and capable of expressing himself fluently and impressively.

As he stepped to the podium, he realized that the more he could live up to these Latin America ideals, the better his message would be received by the Costa Ricans. He recognized once again the importance of the message he was about to deliver and the need for it to be clothed, so to speak, in Latin American culture. He had worked carefully to prepare. His materials were ready. Now, if only he could express himself in a manner that would not detract from his important message. . . .

Machismo

Mr. Anderson is well on the way to achieving great success in his assignment. He has made a commendable effort to learn about Costa Rica, its people, and their culture. Of course he will never learn all there is to know about them, but he has tried, and the Costa Ricans will appreciate his efforts.

As for his study of *machismo*, he has grasped one of the many important facets of this Latin American theme.

Machismo comes from the Spanish word *macho*, which literally means "male." *Machismo* is an exaggerated emphasis on masculinity. To be *macho* is considered a necessity for typical Latin American males who want to be successful and respected.

Mr. Anderson noted that to be *macho* one should be sure of himself in public, able to express himself well, and capable of doing things that are interesting and exciting. The ultimate example of *machismo* in some areas of Latin America is the bullfighter. He is not only brave and courageous but shows his bravery in a daring and poised manner.

However, since not everyone can be a bullfighter, it is also considered *macho* to be a good soccer player or to be good in almost any athletic or manly activity.

As Mr. Anderson discovered, it is also important to speak well, not only on formal occasions but also in casual conversations. In informal conversation groups there is often a spontaneous competition to determine which of the group is the "best talker."

It is also considered very important to "conquer" in one's endeavors to be *macho*. Here there is often a strong sexual emphasis. Boys and men are pardoned for and even expected to have many extramarital sexual experiences as a method of proving their masculinity. Lack of such experiences is often reason for teasing and derision. Conquest also plays an important part in such things as winning the race and enduring injury or illness without medical attention.

In short, anything that enhances a person's masculinity is considered *macho*, while anything that would cast doubt on one's masculinity is carefully avoided.

The reverse of these characteristics is the traditional ideal for Latin American women. Instead of being active and outgoing, women are expected to be passive and sentimental. They are not expected to achieve in professional fields, but rather are expected to be humble, submissive, quiet, reserved housewives. They should be religious, especially since being religious for the male is considered non-*macho* after a certain age. They should be extremely loyal to their husbands and at the same time understanding if their husbands are unfaithful to them. In fact, Latin American women are taught that the male needs extramarital sexual experiences and that this is forgiveable as long as he supports his family.

Men, on the other hand, are extremely jealous of their wives. Infidelity on the part of the woman is often met with violence.

Previously, the influence of the woman was limited to her family. This influence has now begun to extend beyond the home. As many women have entered business, education, and government, the traditional submissive role of the woman is being modified drastically. Women are now expected to be more outgoing and socially active. In fact, *machismo* may be enhanced if the wife is attractive to others. But traditionally the Latin American female is supposed to be "feminine." She should dress and act in a manner that emphasizes and enhances her femininity.

The father considers himself "the boss" in the home, and he expects his decisions to be carried out. But as the father is away from home most of the time, the woman becomes the authority in the household. This behind-the-scenes matriarchy is the focus and source of stability around which the Latin American society revolves.

Summary

THE LATIN AMERICAN MALE IS SUPPOSED TO BE *MACHO*. HE SHOULD BE BRAVE, SELF-CONFIDENT, AND MANLY IN EVERY WAY. HE MUST NEVER DO ANYTHING THAT WOULD CAST DOUBT ON HIS MASCULINITY. THE FEMALE, ON THE OTHER HAND, SHOULD BE CHARMING, OBEDIENT, SENTIMENTAL, AND IN NO WAY MASCULINE.

HOWEVER . . .

As in other rapidly advancing societies, social modification is taking place in the Latin American view toward *machismo*--especially in urban areas. Still, the large majority of Latins are reluctant to change.

Time to Test Yourself

You have been invited to dinner at the home of a Latin American couple. The dinner was supposed to begin at 7:00 p.m. and you arrived on time. The host, however, is late coming home from work. According to the hostess, the dinner is ready to be served. The only thing lacking is her husband. By 8:00 you begin to worry. You have another appointment at 9:00.

What should you do?

1. Suggest to the wife that you begin dinner without the host and hope that he will arrive soon.

2. Tell the hostess that you will wait until 8:30, but whether the husband arrives or not you must leave by 8:45.

3. Call the person you're planning to meet at 9:00 and let him know you will be late.

4. Resign yourself to missing the 9:00 appointment, and keep your annoyance to yourself.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. Careful! By doing that you would be committing several errors. In the first place, it's simply poor manners to begin any social activity without the host present. Also, you must remember that the Latin American male is the head of the household. No one questions his position. By beginning dinner without him you automatically question his authority and his masculinity or *machismo*.

2. This isn't the best choice. Latin Americans already are of the opinion that North Americans are too complusive about punctuality. If you insist that you must leave at a definite time, you will only give the lady of the house more reason to believe that North Americans are so busy that they never take time to be sociable and enjoy life.

3. This is probably the best choice. Although in any circumstance cancelling an appointment is an undesirable thing to do, with the facts presented above, this is probably your best alternative. The person with whom you have an appointment at 9:00 will probably understand if you are late for your appointment (especially if he is Latin American). By staying, you will respect the host and show him the esteem he deserves as "head" of the house. In some areas of Latin America, however, you may have problems locating a phone.

4. With brilliant hindsight we can see that two appointments that late at night should never have been scheduled, especially in Latin America. If you will remember from Theme I, Latin Americans are not oriented toward time as we are. If they make an appointment, they plan on that appointment occupying the entire afternoon or evening. They will be casual about getting there on time and, once there, they will enjoy themselves and not worry about leaving early to meet another appointment.

THEME 4

It's What Day?

"I should arrive there sometime around six o'clock Tuesday afternoon," thought Mrs. Farnsworth. "That will give me all day Wednesday to get my materials arranged for the conference on Friday and Saturday and I can spend Thursday morning visiting the lawyers and government officials downtown concerning the legal problems involved in the microfilming. That shouldn't take more than just a few hours, and then I will have all the afternoon to meet with any of the local representatives who might want to talk over the new program. Then after the conference I can get packed and ready to fly home bright and early Sunday morning."

---------- Wednesday morning at the company offices in Bogota' ----------

"It's what day?" stammered Mrs. Farnsworth.

"Well, it's the city's patron saint's day, and everything throughout the city is closed today through the weekend," apologized Mr. Towney. "I'm afraid the professional, business, and government offices won't be open again until Monday morning."

"Patron saint's day?" questioned Mrs. Farnsworth. "Isn't that a Catholic holiday?"

"Yes, but it's also a city holiday. You see, here just about everybody is Catholic, so every Catholic celebration ends up being at least a local holiday if not a full-fledged national holiday."

"But what about my business downtown? It has to be taken care of right away!"

"I'm sorry. I guess you'll just have to wait until Monday to take care of it."

"Well," said Mrs. Farnsworth resignedly, "I guess I had better phone the travel agency and reschedule my flight home."

"Uh. ., the travel agency will be closed too, Mrs. Farnsworth."

Religion

About 90 percent of all Latin Americans belong to the Roman Catholic Church, which fact affects many aspects of Latin American society. Latin America was settled almost entirely by the Spanish and Portuguese. They placed such emphasis on their religion that one of the very first tasks of the early explorers and settlers was to convert the "heathen" Indians.

Another indication of the emphasis on religion in Latin America is that in the early history of most of the Latin American countries the church and the state were one and the same. This is no longer true; in all Latin American countries the church and state are now separate. Nevertheless, the Catholic Church still has a great deal of influence over the people and exerts some influence in government.

Catholicism has been more than just a religion to the Latin American people. It is part of their history and their heritage. It so thoroughly pervades Latin American life that it is impossible to avoid its influence. Even those who are not Catholic or who are not active participants in the Catholic Church participate in many "Catholic" customs (such as funeral and mourning traditions and the use of religious pictures and symbols in the home).

Mrs. Farnsworth has just encountered one of the many ways that Catholicism influences Latin American life. Most of the holidays in Latin America are religious holidays. Hardly a day passes that there isn't a religious holiday celebrated somewhere in Latin America. Many of these are days honoring special saints. Many children were named for the saint on whose day they were born, and as a result many people celebrate their saint's day in addition to their birthday.

Each city usually has its own patron saint, and on the day he is honored the whole town celebrates. The shops and businesses are closed. Church services are often held the night before, along with a community dance. On the patron saint's day there is usually a special procession, a high mass, and again an evening dance. Besides these patron saints' days there are many other religious holidays celebrated yearly, the most elaborate of which is Holy Week (Semana Santa), prior to Easter.

Another Latin American custom that is the direct result of the Catholic influence is the naming of godparents. Upon the birth of a child the parents generally ask a couple of good friends to be the child's godparents. These godparents

feel a moral obligation throughout the child's life to see that he is provided with the necessities of life. It is not uncommon for the godparents to help with educational expenses when possible or to take the child into their home for a time. (See Theme V.)

Summary

THE HISTORY OF LATIN AMERICA IS INTERWOVEN WITH THE HISTORY OF THE CATHOLIC CHURCH, AND CATHOLICISM STILL PLAYS A VERY IMPORTANT PART IN LATIN AMERICAN SOCIETY. SOCIAL LIFE IS ORIENTED ALMOST ENTIRELY TO THE CELEBRATION OF RELIGIOUS HOLIDAYS, AND MANY OF THE TRADITIONAL LATIN AMERICAN CUSTOMS ARE CATHOLIC IN ORIGIN.

Time to Test Yourself

You are to supervise a research project that must be completed by a specific deadline. Every available working day must be used in order to finish on time. You've been asked to plan a work schedule that will guarantee the completion of the project by the specified date. You have planned for the workers to have Saturdays and Sundays free.

Reviewing your projected work schedule, a Latin American work supervisor points out that the duration of the project will include three Catholic holidays. All three occur in the middle of the work week and are marked by festive celebrations.

What can you do?

1. Hire only men who agree to forego the holidays and work every day, Monday through Friday, to complete the project.

2. Check with your superiors or the possibility of receiving a three-day extension of the completion date for the project so that all workers can enjoy the holiday.

3. Give employees the option of working overtime or three Saturdays to make up hours lost by attending the festivities.

4. Inform your superiors that the project can't possibly be completed by the specified deadline.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. Although most Latin Americans are Catholics, you probably will still find some willing to commit themselves to your conditions. But there definitely are some more reasonable alternatives.

2. This is the best first alternative to try. If the building company is aware of the cultural importance of the Latin American religious celebrations, they should be willing to adjust the completion date if possible. If they are unable to grant an extension, what would be the next step?

3. If they have been previously informed of the tight deadline, many workers will be willing to work on the holiday or work three Saturdays to make up for days missed. Be sure to acquaint yourself with the customs of the locality. Some smaller communities are very traditional, and it would be a serious breach of tradition for someone to work instead of participating in the religious commemoration. In many larger, more industrialized centers people may not be active participants in their religion and would not be averse to working during the holiday.

4. This unrealistic choice is eliminated through alternatives 2 or 3.

THEME 5

Do You Call This Typical?

"You're all set, Kathy. Here's your visa, your flight schedule,and your airline tickets."

"Great," said Kathy. "Where will I be staying?"

"Oh, yes. We felt that it would be nice if you could stay with one of the local families. We have arranged to have you stay with the Sánchez family. They are a fine family and would be happy to have you stay with them for a few weeks. Also, their oldest son speaks English, so you won't have to worry about a language barrier."

"Good," responded Kathy eagerly. "I'm excited to get going. And I can't think of a better way to become acquainted with the people down there than to actually live with a typical Latin American family for a while."

---------- Later, as Kathy arrives at the Sánchez home ----------

"Welcome to our home, Kathy. My name is Carlos," said a young man of about eighteen whose English reflected many hours of study and practice. "Allow me to introduce you to the rest of my family: my mother and father, Señor and Señora Sánchez, and my two little sisters, Luisa and María."

"I'm very happy to meet you all. It's very kind of you to have me in your home," Kathy smiled.

As Carlos translated Kathy's response to the rest of the family, she noticed the large, roomy house. The furniture was simple but very nice. The two-story home appeared to have many rooms and hallways. "I wonder what they do with all this space," she thought.

"Kathy," Carlos interrupted, "my father would like me to show you your room. It's getting late and you probably want to get some rest after your long trip."

"Thank you. I am rather tired," Kathy said as Carlos picked up her bags and started down one of the hallways.

As they walked to her room, Kathy thought once again how very hospitable it was of the Sánchez family to let her stay with them.

A few minutes later,as she was just dozing off, she heard some people talking in the bedroom next to hers. "Those are young men's voices," she thought, "but it doesn't sound like Carlos. I thought I had met all of the family. I wonder if they rent that room out to other students."

---------- the next morning ----------

Kathy was awakened by voices in the dining room. "I wonder if I've missed breakfast Why didn't they call me?" she thought.

As she passed the dining room, she saw three women seated at the table. "What's going on here?" she wondered. "Don't tell me that they have women boarders too!"

By the time Kathy was ready for breakfast, the three women had gone. Carlos was seated at the table with his father and another young man.

"Good morning, Kathy. I would like you to meet another member of the family. He's staying with us while attending the university," Carlos explained.

"Oh no!" thought Kathy. "The two boys in the room next to mine, those three ladies, this young man; I wonder how many more. It's no wonder this house is so large. It's nothing but a common boarding house. Now I know why they were so willing to let me stay with them. And here I had high hopes of staying with a typical Latin American family. This is no more typical than the Hilton Hotel!"

Latin American Family

Kathy is wrong.

This family may not be typical of United States families, but it is typical of Latin American families. In Latin America the family is very often made up of more than just father, mother, and children. It might include grandparents, cousins, aunts and uncles, and even godparents and godchildren. This type of family has been described as the "extended family."

The two boys in the room next to Kathy's and

the young man she met at the breakfast table could have been cousins, possibly even as distant as third or fourth cousins, or they could have been godchildren of Señor Sanchez. The women that Kathy saw at the table could have been in-laws living in the home or relatives who had come for an extended stay. They might also have been maids hired to help with the household chores. (See Theme I.

So Kathy's frustration at not being able to stay with a typical Latin American family is really a result of her not understanding what the typical Latin American family is like.

The family unit plays a much greater role in Latin America than it does in the United States. For instance, the easiest way to get ahead in Latin America is to be born into the right family. This may be true all over the world. However, in the United States, the individual who raises himself from poverty to a position of prominence is respected. In Latin America this is extremely difficult to achieve. The best way to succeed in one's endeavors is to affiliate one's self with someone who is already "ahead" in life. Ideally this someone would be a member of the immediate family. If this is not possible, a close relative is used, or even a friend of a relative. A person in a position of influence or leadership considers it his obligation to improve the condition of his relatives and friends. (See Theme VII.)

Another major difference between the typical North American family and the typical Latin American family is the number of relatives recognized by each. The average North American may not know all his first cousins and probably few of his second and third cousins. The Latin American, on the other hand, knows and keeps track of first, second, and even third and fourth cousins.

Besides keeping track of most "true" kinsmen, he may establish "fictive" kinship relationships. This is accomplished by what is known as the *compadrazgo* system, mentioned briefly in Theme IV. Under this system, each child receives a set of godparents who are partially responsible for his welfare. If these godparents are financially well to do, they may pay for his education and he may often go to stay with them for extended periods. The father and mother of the child and the godparents of the child consider each other *comadres* and *compadres*. Although the godparent system is seen in some families in the United States, the actual bond created is stronger and the mutual responsibility between fictive kin is greater in Latin America.

In some parts of Latin America, the people have no "social insurance" to protect them in times of difficulty. They cannot turn to the government, church, or charities as one might in the United States. This is also an important reason to maintain strong family ties. A Latin American may miss an appointment or otherwise fail to meet an expectation because of a *compromiso familiar* or family obligation. Such obligations are essential to his "social insurance." He will protect his family ties because the family may be his only hope in times of need.

So Kathy's "boarding house" was actually no more than a typical extended family. Those living in the home were in one way or another considered part of the same extended family. In fact, considering the fact that Señor Sánchez is apparently well to do, it's very possible that there may be others staying in his home besides those that Kathy met.

Summary

THE FAMILY GENERALLY PLAYS A MUCH LARGER ROLE IN LATIN AMERICAN SOCIETIES THAN DOES THE TYPICAL NORTH AMERICAN FAMILY. IT INCLUDES MORE THAN FATHER, MOTHER, AND CHILDREN. GRANDPARENTS, IN-LAWS, AND COUSINS MAY ALSO BE CONSIDERED PART OF THE EXTENDED FAMILY. ALL THESE FAMILY MEMBERS GIVE ONE ANOTHER MUTUAL SUPPORT. IF ANY ONE OF THE EXTENDED FAMILY HAS A RESOURCE, SUCH AS A GOOD JOB OR A NICE HOME, HE CONSIDERS IT HIS OBLIGATION TO SHARE HIS GOOD FORTUNE WITH HIS RELATIVES. IN ADDITION, THE *COMPADRAZGO* SYSTEM ENLARGES THE NUMBER OF RELATIVES EVEN MORE BY CREATING FICTIVE KIN SUCH AS GODPARENTS, *COMADRES*, *COMPADRES*, AND GODCHILDREN.

Time to Test Yourself

You have been asked to see that a number of persons be hired to fill vacancies on a building project under way in Latin America. The vacant positions will require well-trained, experienced workers.

A very competent Latin American project director has already been appointed and is doing a fine job. In talking over the vacancies with him, you get the definite impression that he would like to take care of the hiring himself, even though you have indicated that you had planned to do it.

What do you do to insure that the best people available will be hired?

1. Being familiar with the extended family in Latin America and realizing that the project director feels a definite obligation to his family, you decide to hire the men yourself to avoid the possibility of all the vacancies being filled with relatives of the project director.

2. Don't worry about it. Everything will work out all right.

3. To avoid problems, fire the project director and take over the position yourself.

4. Make sure the project director understands that the vacancies must be filled with well-trained experienced men. Then let him go ahead and hire whomever he wants as long as they meet the job requirements.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. You're right to be concerned about the possibility of the project director's hiring nobody but relatives. However, he apparently is competent and efficient and as such he will probably make sure that the men he hires are capable of filling their assignments. If you insist on hiring the men yourself, you may in effect be questioning his ability to lead and thus questioning his masculinity. (See Theme III.)

2. Everything will work out all right if you make sure it does. Of course you're going to have to do a little worrying; every supervisor does.

3. You're kidding, of course.

4. As project director it is his responsibility to do the hiring. We have already been made aware of his competence, so it would probably be best to trust his judgment and let him go ahead. It's true he may hire some of his own family members. However, if he understands the necessity of well-trained, experienced workers, he will demand this from his relatives as well as from others.

THEME 6

But You Promised!

Beth sat on the bed and soaked her hot, aching feet in a basin. "I'm pooped!" she groaned as Vickie, her roommate on the tour, stumbled from the dressing room and collapsed in the chair with a sigh.

"Me too!" Vickie exclaimed. "I love all these great ruins and things, but wow! All those steps...!"

"Well, we'd better get a good rest tonight. We'll be walking all over Chichicastenango tomorrow."

"Oh, no! Look!" Vickie groaned. As she picked up her dusty shoe, the heel hung at a twisted angle. "The only other shoes I have are dressy. I can't wear them for the rest of the tour."

"Well, maybe when we get into Guatemala City you can find somebody to fix it for you," suggested Beth. "We'll be there Thursday."

"That's a great idea. I guess I can suffer with the patent leather for a day or two."

---------- Later, in Guatemala City ----------

Beth and Vickie turned the corner and there was the shoe repair shop. The map drawn by the hotel clerk had been easy to follow. Behind the counter of the small shop, a man was busy replacing the sole of a boot. He stood up as they entered.

Vickie explained, in her best Spanish, that she needed the heel repaired as soon as possible. "When can you have it finished?" she asked.

"When do you need it?" the man inquired politely.

"Well, we're in the city for only a short time. I'd really like to get it back tomorrow morning. Can you finish it by then?"

The man examined the shoe carefully. "Sure," he said with a smile."I can have it ready by then."

---------- The next morning ----------

"But you promised!" Vickie moaned as she looked at her shoe sitting on the shelf where the shoe repairman had placed it the day before. "You said you'd have it done this morning! If you had told me you couldn't do it, I could have looked for someone else to do it."

"I'm sorry, miss," the repairman apologized, "but I just couldn't get to it. I'll do it as soon as I finish the pair I'm working on. I'll have it done this afternoon. Please come back this afternoon."

---------- Later that day ----------

Vickie clutched her shoe, neatly wrapped in grey paper, as she strode angrily back to the hotel. "I wouldn't be so mad," she fumed, "if he hadn't told me he'd do it in the first place."

Beth was sympathetic. "And look--it's nearly 4:00. He said, 'Come back this afternoon,' but even then we sat there for half an hour before he had it finished."

"I wouldn't be so mad," repeated Vickie as they entered the hotel lobby, "if he hadn't told me he'd have it done when I needed it. Why didn't he tell me right off that he couldn't get to it till this afternoon?"

Etiquette

What Vickie and Beth do not realize is that for the shoe repairman to disappoint Vickie by telling her he couldn't finish the job in time would be a severe breach of courtesy. Instead of telling her he couldn't do it, he politely told her he could, and then did nothing to make good his agreement.

Courtesy in Latin America is something quite different from its counterpart in the United States. While the North American has quite a long history of freedom of speech, the Latin American has not. In the early days of many Latin American countries, there were viceroys and landlords who wielded power over the working class. Later the Catholic Church gained power, and more recently there have been political dictators in some countries. This may have influenced Latin Americans to hide their feelings of disagreement.

Boys are taught very early that it is unmanly to open their inner feelings to others. At the

same time the girls are taught to endure without complaint their often hard life. These attitudes carry over into the everyday life of the people and strongly affect their patterns of interpersonal relations.

While North Americans believe in being open, frank and direct, and while they will usually express themselves simply, briefly, and even bluntly, such expressions are considered rude in Latin America. The Latin American takes great pride in his tact and diplomacy. His manner of expression is likely to be elaborate and indirect. This is even reflected in letter writing. The flowery, complimentary phrases that begin and end letters are essential in order to avoid offending the person who receives the letter.

Unless the Latin American knows you well and trusts you, and unless he can take the time to disagree tactfully, manners dictate that he not reveal his genuine opinions. He will usually avoid arguments and contradictions since that would make him appear disrespectful. It is, therefore, not uncommon for someone to seem to be agreeing with you while in reality he is not. He may make a commitment he can't or doesn't intend to keep or give false information rather than disappoint you by admitting he doesn't know the answer. He does not intend to be dishonest or deceitful; rather he is using the Latin American way of reducing conflict and making interaction pleasant to all concerned. True feelings may be unpleasant or embarrassing to those listening. It is considered better to tell people what they want to hear, even though what is said might be untrue, rather than disturb them with an unpleasant truth.

Latin Americans also have a highly developed

sense of personal pride. This elaborate system of etiquette is designed to protect the honor of the individual and his position in society. Frankness and complete honesty may offend someone's personal dignity and honor, in which case he would be obliged to defend himself. It is considered best to soften those feelings tactfully, often employing elaborate verbal expression.

Summary

LATIN AMERICANS ARE VERY TACTFUL AND DIPLOMATIC IN THEIR RELATIONS WITH EACH OTHER. THEIR MANNER OF EXPRESSION IS NOT BRIEF AND DIRECT, BUT ELABORATE AND INDIRECT. THIS MAKES INTERACTION PLEASANT AND ALLOWS OTHERS TO PRESERVE THEIR DIGNITY.

Time to Test Yourself

Mr. Ramírez has been a salesman with your company for a number of years. He is asked to accept the position of district supervisor. He accepts, and at first things seem to be going well. But soon you notice that problems are developing. Sales are decreasing, and Ramírez seems at a loss as to what to do.

You are very concerned about him and the other salesmen in his district. Because you have had experience working in this position before and dealt with similar problems, you decide you will try to help.

What do you do?

1. Go to the boss and tell him that you think that Mr. Ramírez is quite incompetent in this position and ought to be removed.

2. Work out a great new idea for increasing sales in his district and present it to Mr. Ramírez.

3. Go to Mrs. Ramírez and try to find out if some personal problem is disturbing him so that you can help to correct it.

4. Try to become friends with Mr. Ramírez and then, as you gain confidence in each other, try to help him increase his effectiveness as a supervisor.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. Definitely not. This would be a sure way to make enemies. Mr. Ramírez would resent being called incompetent and removed from his job, and the boss would resent being told how to handle the problem. Besides, you would be considered very discourteous to state the problem in such a blunt, untactful way.

2. This might work, if you and Mr. Ramírez were already good friends. But even then you might offend his pride by seeming to know more about his job than he does. If you did not know him well, this would not work at all. Your directness would offend him and even if he seemed to agree with your "great new idea" in your presence, he probably would not implement it. Is there a better choice?

3. Careful. You would be questioning Mr. Ramírez's masculinity and pride as well as embarrassing Mrs. Ramírez. Remember that in Latin America the concept of *machismo* is very strong. The man is the head of the house and any personal matters should be directed to him.

4. You have understood the theme. It is better to take some extra time and make friends with Mr. Ramírez. Then you will both be in a better position to air your concern over this problem and come to a solution.

THEME 7

It's Not What You Know But Who

Mr. Jensen collapsed into a chair. "I cannot understand all the red tape," he said, scratching his head. "You would not believe what I have been through the past few days."

Mr. López smiled sympathetically.

Jensen continued. "I went out to the university in the morning to get permission to look at the special collection of documents. You remember I told you that I need to see them for this study on New World archaeology that I am doing. But do you think I could get anywhere near them?

"I went to the archaeology department and sat in the office until they finally sent me to the admissions office. I stood in line for forty-five minutes, then they did not know what to do with me and sent me to the library. I waited over an hour at the library for a Mr. Something-or-other, who finally came to say that he could not help me without permission from someone over in the anthropology department--and on and on. I walked all over that campus and talked to a dozen secretaries, and I am no further now than I was when I started!"

He shook his head and let his hands drop into his lap. "I just don't know where to go next."

López smiled. "I know how it is. Well, I cannot promise I can do anything, but I have a friend in the political science department. Maybe he can help."

"Political science? But I'm working on archaeology."

"Well, we will see."

The next day the two men drove to the university. They walked quickly to the political science offices, and Mr. López disappeared for a few minutes. Soon he reappeared with another man, whom he introduced as Mr. Alvarez. They shook hands and talked for a few minutes, and then Mr. Jensen explained the study he was working on and his need to see some of the documents in the archaeology collection.

"Well," said Mr. Alvarez, "I think I can help you. One of the professors in that department is a good friend of mine. Why don't you come back in about an hour?"

In an hour they were back in Mr. Alvarez's office.

"Go or over to the archaeology department," he said. "They are expecting you and will be happy to show you their documents collection."

They thanked Mr. Alvarez warmly, and the two men left. As they walked across the campus, Jensen asked in amazement, "Now how could he do in an hour what I could not accomplish in several days?"

Personalism

The answer to Mr. Jensen's question is that he does not understand the Latin American's idea of personalism. The Latin American believes that while the laws themselves are inflexible, influence may be used whenever necessary to temper the law enforcement machinery.

Personal influence can appear in many different forms. At times it is a friend, like Mr. Alvarez, who can negotiate legal matters, assist with banking complications, admissions to schools, and so forth. A *compadre* may be in a position which enables him to receive benefits or opportunities that someone else might not. Influence may take the form of money or gifts which are given to speed along a request. It can also come from a family member who uses his position to get another family member a job in the same company or branch of government.

Such behavior is widely accepted and condoned and is not regarded as dishonest. The whole idea grows partially out of the Latin American's sense of individuality. (See Theme II.) While he believes that the law should be enforced, each thinks his case unique enough to justify some special influence to obtain what he desires. Such behavior is also probably based on the fact that there has always been much in Latin America that was very hard to live with and yet was unchangeable. The colonial governments, the Catholic Church, the very land itself--all have been obstacles that often needed to be circumvented because they could not be modified.

Because of these attitudes, a major implication of the theme has to do with the idea of "get-

ting ahead in the world." As has already been mentioned, the Latin American family is very close knit. When a Latin American finds himself in an influential position, he considers it his responsibility to help improve the life of his friends and family.

Summary

WHILE LATIN AMERICANS BELIEVE THAT LAWS ARE INFLEXIBLE AND SHOULD BE ENFORCED, THEY ALSO BELIEVE THAT LAWS SHOULD BE TEMPERED BY SOME KIND OF PERSONAL INFLUENCE WHENEVER IT IS NECESSARY. MANY OBSTACLES ARE TOO BIG TO CHANGE; THEREFORE, IT IS NECESSARY TO FIND SOME WAY TO WORK AROUND THEM.

Time to Test Yourself

One of your assignments in Mexico is to find some land in a certain section of town on which to build an office building. Talking the problem over with the businessmen in that area, you realize that the land in that section of town is extremely difficult to obtain. You discuss the possibilities, but cannot seem to find a solution. Finally, one of the local representatives suggests that he might be able to arrange something.

What do you do?

1. Talk to this leader and find out what he plans to do. See if there is anything you can help with, but leave him basically free to make the arrangements.

2. Tell him to go ahead, but give him a stern lecture first, so that he understands that there must be no dishonest dealings in the process.

3. Thank him but tell the group that you will take care of all the buying of land yourself, and they need not worry any more about it.

NOTE REASONS FOR THE RESPONSE YOU SELECTED. SEE BELOW FOR ANSWERS.

1. This would probably be the best plan. The local representative would probably know better than you how to obtain the land. And he would certainly appreciate both your trust in him and your willingness to help.

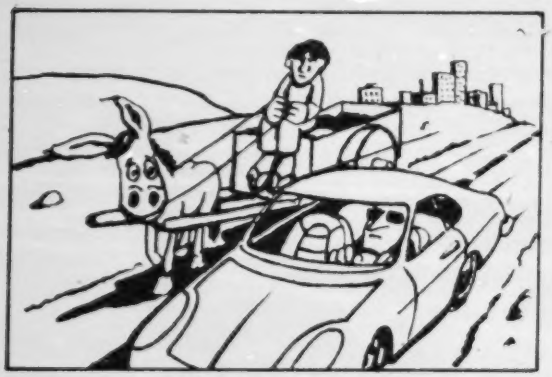
2. If he is offering to help, you do not want to offend him by implying that he is dishonest. Such a lecture would probably insure that he never helped again.

3. This might work. If you have enough time and patience you might eventually get some land. But are you sure this is the best way? After all, the local leaders need to take as much responsibility for their own branch of the business.

The Beginning

The world becomes "smaller" as people become more involved in international activities. The need to communicate effectively with people from different cultures continues to grow. You are at the real "beginning" of your cultural experience in Latin America.

The purpose of this booklet has been to present you with an introduction to the cultural differences between Latin Americans and North Americans. It is important to realize that the broad generalizations made in this booklet will not hold true at all times or in all places. Each Latin American nation is unique. Guatemalans are more rural and provincial than the urban-oriented Venezuelans. The people of Central America are less tied to the church than those of the South American continent. The extended family is a strong influence in Central America, whereas this influence is moderated in South America; in some more urban areas it is almost lost. The values and lifestyles of the average Nicaraguan laborer are not exactly the same as those of middle-class Brazilians.



Latin America is developing and modernizing rapidly. With this growth have come many changes typical of any industrialized, urban society. These changes not only affect the lifestyle, but also the customs, attitudes, and values of the people of Latin America.

This booklet cannot tell you everything you must know to meet with success in Latin America. You will find that the old cliche, "Experience is the best teacher," is true. You will learn much more from your own experiences, successes and failures than you will from the material included here. However, this information will make you more sensitive to the differences that exist between your culture and the cultures of Latin America. You will also enjoy and learn much from this Aid even if your opportunity for a "first hand" experience is limited.

You are going to make mistakes. But don't let this worry you excessively. The Latin Americans are capable of showing an openness to different ideas, customs, and people. They will understand that you are new to their culture, and because of this they will accept many more blunders from you than they would from someone else. However, don't let this good will on their part make your efforts any less than wholehearted. As you try to speak their language, both linguistically and culturally, you will be surprised at the new dimensions of your experience. If you will use stories and examples from their own history and culture in your conversation and public addresses, the local people will feel more akin to you as they realize that you are acquainted with and appreciate their heritage.

Learn the underlying themes in the cultures of Latin America as they have been presented to you. Try to recognize these themes in the everyday occurrences that you encounter there. Only as you experience similar situations will you really begin to understand what you have learned.

Most important, remember that your culture is different from any you will encounter in Latin America. Learning to communicate with the people in these lands will help you to become a more effective communicator with people of your own culture.

Appendix

CULTURGRAMS:

- ARGENTINA
- BOLIVIA
- BRAZIL
- CHILE
- COLOMBIA
- COSTA RICA
- ECUADOR
- EL SALVADOR
- GUATEMALA
- MEXICO
- PARAGUAY
- PERU
- URUGUAY
- VENEZUELA

BREAKING LANGUAGE BARRIERS

SIGN LANGUAGE

CONVERSION CHART

BIBLIOGRAPHY

Argentina

The Land

Argentina is a large plain rising from the Atlantic to the towering Andes mountains in the west, along the Chilean border. The northeast includes the swampy Chaco and the great rivers of the Plata system, known as the "Argentine Mesopotamia."

The rolling pampas, famous for wheat and cattle, make up the central region. The southern tableland of Patagonia is known for sheep raising.

Argentina's climate is generally temperate, though hot in the subtropical Chaco, and quite cold in the sub-antarctic region of southern Patagonia. Seasons are opposite those in the United States. The warmest month is January; the coolest July.

The Nation

HISTORY

A Spanish colony until 1816, Argentina's six year war for independence led to the establishment of a republic. There are three main political parties; the Socialists, the Democrats, and the Radicals.

ECONOMY

Industry, manufacturing, and oil production are the most important economic activities, but livestock and agricultural products (especially beef and wheat) are still the most important exports. Argentina is among the top fifteen trading nations. Industry is developing rapidly. The monetary unit is the *peso*.

EDUCATION

School is compulsory and free from ages 6 to 14. Secondary and higher education also are free. The literacy rate is 97%.

TRANSPORTATION AND COMMUNICATION

The transportation and communication systems are highly developed, second only to the United States and, in some cases, Brazil. Buses, trains, and a good number of automobiles are the principal means of internal travel. Airlines link Argentina internationally. Buenos Aires is the most important seaport. The Plata River system is vital to Argentina and neighboring countries. Television is generally available; telephones are becoming more widely available.

HEALTH AND MEDICAL FACILITIES

Good medical services are available in the larger cities. The standard of living is high and the life expectancy is one of the highest in South America.

The People

ATTITUDES

The people of Argentina are cosmopolitan and progressive. Personal criticism is generally avoided except between close friends and in the spirit of friendship. Intense opinions and attitudes regarding government, politics, taxes, and police are common. Involved and vocal, Argentines are gregarious by nature and have great respect for the individual. Failure is more accepted than it is in the United States. Punctuality is loved in theory but often breached in practice.

POPULATION

The population is about 25 million (second largest in South America) with 84% of Spanish or Italian ancestry. Indigenous Indians and Mestizos are less than 3%. 68% of the people live in towns and cities. Buenos Aires and its suburbs contain over seven million people.

Lifestyle

THE FAMILY

Roles of men and women are well-defined. Deference is given to the father, but he considers the opinions of the rest of the family, especially the wife. Marriages are stable and cohesive. Families tend to be small. The elderly are cherished and respected and generally cared for by the family.

DATING AND MARRIAGE CUSTOMS

Group activities begin at about age 15. The favorite activity is dancing at discoteques, which are generally respectable and socially acceptable in Argentina. A relationship is considered serious if a boy dates a girl more than twice. The courtship period may last several years. Most couples marry between 25 and 30 years of age.

BUSINESS AND INCOME

Stores generally open from 8:00 a.m to noon, and 3:00 p.m. to 9:00 p.m. Nearly all stores are closed on Sunday. The average monthly income permits the purchase of some luxury items.

DIET

Beef is the basis of the Argentine diet. Many people eat it three times a day. The style of eating is relaxed, with smaller portions taken first and more taken later.

SPORTS

Soccer is the national sport; horse racing is a close second, followed by boating. Basketball is gaining popularity.

HOLIDAYS

New Year's Day
Epiphany (January 6)
Carnival (February, four weeks before Easter)
Good Thursday and Friday before Easter
Easter
Labor Day (May 1)
Independence Day (May 25), celebrating the "revolution" of 1810 when Argentina took the first step toward independence from Spain
Flag Day (June 20)
Day of Pentecost (Friady after June 20)
Proclamation Day (July 9), celebrating the formal proclamation of national independence by the Congress of Tucuman in 1816
The Day of the Virgin Mary's Ascension (August 15)
Death of General José de San Martin (August 17), leader of the liberation campaign and national hero of Argentina
Student Day (September 21)
Columbus Day (October 12)
Constitutional Charter Signed (October 19)
Veteran's Day (November 1)
Christ Conceived (December 8)
Christmas

Customs & Courtesies

GREETINGS

Address people by a title (Mr. and Mrs.) and shake hands, inclining the head to show special respect. First names are used only when well-acquainted. Women don't usually talk to strangers without being properly introduced.

Argentines show affection spontaneously: Women kiss each other on the cheek and handshake with both hands; men may give one another a full embrace after a long absence. Children of close friends are often greeted with a kiss.

When greeting from a distance, never call out; raising a hand and smiling are most appropriate.

VISITING

Visitors greet each member of the host family. It is appropriate to be seated only after being invited to dinner. Gifts such as candy, flowers, or pastry may be brought when invited to dinner. Compliments are usually given to children, food, and art objects.

Try to use as much Spanish as possible, even though it may be only a few words. When leaving, do not forget goodbyes to each member of the family. Guests do not open the door themselves but wait for the host to do it for them.

EATING

In restaurants the waiter is called by raising the hand with forefinger extended. Argentines eat in the continental style, with the knife in the right hand and the fork in the left.

When asked, the waiter brings the check; the money is paid on a small tray. A tip may be paid in good restaurants. The quality of service dictates the amount.

If ladies are present, business is not discussed during a meal in the restaurant. Toothpicks are not used in public and to burp in the presence of others is never acceptable. If it is necessary to blow the nose or clear the throat, one should excuse himself from the table and do it out of hearing of the others. Eating on the street or on public transportation systems is avoided.

GESTURES

Do not overuse gestures. Be relaxed. Men often cross their legs when sitting down, but crossing legs is considered unladylike for women. Hands should never be placed on the hips; yawns should be suppressed. Affection between a man and woman is not shown in public. Eye contact is important in conversation.

Bolivia

The Land

Bolivia lies in the tropics running from 9° to 23° south latitude. There are three very distinct geographical areas: the high, cold and dry, mountain-rimmed Altiplano on the west; the medium-elevation valleys in the center of the country; and the low, wet, hot, forested plains of the east and northeast.

Lake Titicaca, the highest navigable body of water in the world, lies at 12,300 feet in the north end of the Altiplano between Bolivia and Peru.

The mineral-rich Andes Mountains surrounding the Altiplano are over 21,000 feet high and are permanently snow-covered above 16,000 feet.

There are two distinct seasons in Bolivia: a day winter (may through October) and a wet summer (November through April).

The Nation

HISTORY

Once part of the ancient Inca empire, Bolivia was under Spanish domination for centuries before it gained independence August 6, 1825, being named after its liberator, Simon Bolivar. The country's history has been marked by numerous revolutions.

ECONOMY

Although Bolivia is predominantly a rural country, tin mining provides the majority of the national income. Bolivia produces petroleum in addition to rice, potatoes, barley, fruits, and vegetables. Bolivia has one of the lowest income levels in Latin America, but the economic level continues to rise.

EDUCATION

For four centuries, the rigid social structure reserved education for only the elite minority. Since its beginning in the 1930's, the educational system has expanded rapidly. The government has undertaken an extensive program to build schools, especially in remote areas. Illiteracy is declining rapidly as a result of the high priority given to education by the national government.

TRANSPORTATION AND COMMUNICATION

Throughout its history, Bolivia has been handicapped by its isolated inland location and lack of internal transportation and communication. The difficulties of overland transportation have been alleviated by the development of air transport and railways. Buses, taxis, and trains are common means of transportation.

HEALTH FACILITIES

The government is working to combat disease and to extend public health services.

The People

ATTITUDES

The majority of the people are poor, with a low standard of living. They have very little education and few of the luxuries Americans consider everyday conveniences. They work long, hard hours and receive little pay. Kindness, gentleness, and concern for another's welfare are the keys of friendship.

POPULATION

Over half of the five million people in Bolivia are Aymara and Quechua Indians who speak their Indian languages. The remainder are of mixed Spanish and Indian or European descent.

RELIGION

About 95% of the people are Roman Catholics, but other denominations are afforded freedom of worship.

Lifestyle

THE FAMILY

The average family consists of about six people. A woman's place is considered to be in the home, and she spends many hours marketing, cooking, and cleaning, without any modern conveniences. The man makes the decisions and the woman supports him. When the man is not at home the woman assumes authority. The children are taught the importance of education, but there is a high illiteracy rate. Generally children are well-disciplined and share family responsibilities. The elderly usually live with their families.

DATING AND MARRIAGE CUSTOMS

Chaperoned dating begins at about 15 years of age. Men marry at about age 22 and women at about 19.

DIET

Potatoes, rice, and fruits are common. Many foods are fried. Meat, milk and cheese are rare among most of the people. Avoid food sold on the street.

HOLIDAYS

New Year's Day, Carnival (the entire month of February), Holy Week (March or April), Mother's Day (May 27), Father's Day (June 18), Day of Peace (July 16), Independence Day (August 6), Day of the Saints (Nov. 1), Christmas.

Customs & Courtesies

GREETINGS

Greetings on the street are common, with "Good morning, afternoon, or evening" the usual expressions. Handshakes in personal greetings are common. The two people stand much closer than in the United States. The full embrace is commonly used by close acquaintances and consists of a handshake, two or three pats on the shoulder by both parties, and then another handshake. Women may embrace, and commonly walk arm-in-arm or holding hands. People always say "good-bye."

EATING

It is polite to eat some of each food offered and to eat everything on one's plate. Guests eat slowly and wait until everyone has finished before leaving the table. Compliments on the food are appreciated, but if they are given during the meal one can expect to receive a second helping.

In restaurants, the waiter may be summoned by raising the hand or clapping softly. When leaving the table one should always ask to be excused. Generally the host pays for the guests. Sometimes a tip is included in the bill; an additional tip is polite but not necessary.

Eating on the streets is not common; it is not considered appropriate and often the food sold on the streets is of low quality.

GIFTS

Flowers and gifts are not usually given (most of the people are very poor), but should be accepted when offered. Gifts are customarily opened after the giver has gone.

MEETINGS AND PUBLIC ADDRESSES

Visitors should be on time to meetings even if others are late. Talks and meetings have a formal tone. Examples, dramatizations, direct eye contact, and smiling may help communication.

TRAVELING

Bus travel within cities is common. On a crowded bus a gentleman offers his seat to a woman. For longer bus and airplane trips, seats are usually assigned. Taxis are plentiful and can be stopped on street corners by raising the hand. Taxis also pick up other passengers who are going in the same direction.

GESTURES

Bolivians often use their hands, eyes, and facial expressions in communicating. To beckon children, the fingers are waved with the palms down. Patting on the shoulders is a sign of friendship. When yawning the mouth should be covered. The absence of eye contact is considered very insulting.

Brazil

The Land

Brazil is larger than the continental United States. Over half its area is taken up by the tropical rain forest of the Amazon River. The climate is generally mild in the southeast with high humidity in coastal and tropical regions. The highlands in the south are more temperate. The warmest month is January, the coolest July. Temperatures below 50° are unusual.

The Nation

HISTORY AND GOVERNMENT

Brazil was colonized by the Portuguese about 1500 and for 20 years the Portuguese king and court ruled from Brazil. French and Dutch monarchies had colonies in the northeast in the 17th Century. Since the last Brazilian emperor in 1889, the country has had a fairly stable democracy, with leadership changes seldom resulting in volience.

Brazil is a Federal Republic of 21 states, 4 territories and one Federal District (Brasilia). Each state is autonomous, with a legislative body and elected governor.

ECONOMY

The economy has been based on agriculture, especially coffee, sugar, cocoa, cotton, and rubber, but industry has grown tremendously. Brazil is self-sufficient in most foodstuffs and consumer goods. The monetary unit is the *cruzeiro*.

EDUCATION

A national adult literacy program has raised the literacy rate from 66% to 80% since 1971. Education consists of five years of elementary education, four of which are compulsory, and seven years of secondary education. Entrance into the university is difficult and is generally preceded by a special college preparation course. Trade school graduates outnumber university graduates.

TRANSPORTATION AND COMMUNICATION

City buses leave regularly from the station. A highly developed air transport system serves thirty major airports and hundreds of landing strips in small interior towns. Public pay phones are common, operated by a pre-paid token. Telegraph and postal service are generally available and reliable.

HEALTH AND MEDICAL FACILITIES

Excellent medical care is available in all larger cities.

The People

ATTITUDES

Brazilians are friendly, warm people and show affection easily. They are traditionally casual about time and work, although industrialization is changing this. Brazilians are good conversationalists. They have a good sense of humor and are fond of gadgets and practical jokes.

POPULATION

The population of Brazil is nearly 110 million and growing rapidly. Most people live on the east coast, especially in the larger cities of the southeast. Some of the original Portuguese colonists intermarried with native Indians. A strong African influence, the legacy of slaves brought to Brazil, exists in the northeast. Many Germans, Italians and a large Japanese colony settled in the southern half of Brazil.

LANGUAGE

Brazil is the only country in Latin America in which Portuguese, not Spanish, is the national language. Many educated people and businessmen speak English.

RELIGION

To be legal, church marriages must be performed again by a government official. Brazilians in general are neutral about religion and go to church

only on special occasions. They are respectful of others' religious beliefs.

Lifestyle

THE FAMILY

Families are strong and include other than blood relatives. They spend their free time together and rely on each other for assistance of all kinds.

DATING AND MARRIAGE

Group dating may start at age 15 or 16. From the group, couples gradually emerge. The "going steady" and engagement period may last as long as five years. There is no legally-recognized divorce in Brazil. Separated people who desire another partner have no choice but to live together without marriage. These "common law" marriages are often characterized by years of faithfulness and several children.

INCOME, HOUSING, AND POSSESSIONS

The average monthly income enables the purchase of some luxury items. Few families have telephones. Cars are becoming quite common. Most middle-class families live in a modest home with a television and some appliances.

WORK AND BUSINESS HOURS

Most stores are open from 8:00 a.m. to 6:00 p.m., Monday through Friday, and Saturday until noon; some larger stores are open until 9:00 p.m. Friday. Many business offices and some stores close from 12:00 noon to 2:00 p.m. Neighborhood "bars" are open as early as 5:00 a.m. With rising prices, many women and youth must work to help support their families.

DIET

Breakfast consists of coffer or hot milk with bread and cheese or marmalade. Lunch and dinner are the major meals centered around beans, rice, meat, salad, fruit, potatoes, and bread.

RECREATION AND SPORTS

Brazil's national sport is soccer, and Brazilian teams are some of the world's finest professionals. Other sports, especially basketball, are gaining popularity. Brazilians enjoy nature: visiting relatives who live on a farm, fishing in a local stream, or going to a public resort, beach or campground.

HOLIDAYS

New Year's Day, Epiphany (January 6), Carnaval (about Feburary 9), Good Friady (March or April), Easter (March or April), Tiradentes (April 21), Labor Day (May 1), Mother's Day (second Sunday in May), Corpus Cristi (June), Father's Day (second Sunday in June), St. Peter's Day (June 29), Independence Day (September 7), Children's Day (October 12), Memorial Day (November 1), Republic Day (November 15), Christmas.

Customs & Courtesies

GREETINGS

Men and women always snake hands upon meeting and parting. Women customarily kiss each other on both cheeks. Among friends, a hearty embrace, sometimes accompanied by sound backslapping, is common. An acquaintance may extend his forearm or elbow to shake if his hands are wet or dirty.

VISITING

When leaving a home, one should not walk to the door and open it himself, but rather allow the host to open it for him.

EATING

To call a waiter, hold up the index finger or softly say "garçon." When signaled, the waiter brings the check; the money is paid on a small plate. Usually a tip is included in the bill. Toothpicks are used very discreetly, covering the mouth with a hand or napkin, and they are never chewed on.

One does not eat while walking down the street. A "bar" in Brazil is comparable to a neighborhood store where milk, bread, sandwiches, sweets, etc. can be purchased.

TRAVELING

Buses are plentiful and reasonably efficient. São Paulo and Rio de Janeiro have rapid mass transit systems. Most taxis have meters with fixed prices. They can be engaged at taxi stops, by telephone, or off the street by a wave of the hand.

GESTURES

The traditional "OK" sign carried vulgar connotations (substitute "thumbs up") as does slapping a cupped fist and snapping the fingers.

Chile

The Land

Stretching about 3,800 miles with an average width of 100 miles, Chile has varied landscape including high mountains, a desert, a series of fertile inland valleys, pampas, and forests. Earthquakes are common. The climate ranges from arid in the north to extremely cold in the south. Seasons are opposite those in the United States.

The Nation

HISTORY

Diego de Almagro entered Chile for Pizarro in 1536 and Pedro de Valdivia completed the Spanish conquest in 1541. In 1818, after a seven-year war against the Spanish forces, Chilean patriots, led by Bernardo O'Higgins, won the country's independence. From 1879 to 1884 Chile was involved in a war against Peru and Bolivia. The hero of this war was Arturo Prat and at the end, Chile annexed the provinces of Arica and Antofagasta.

ECONOMY

The arid deserts of northern Chile contain incalculable mineral wealth. Mining industries account for the majority of Chile's exports. Nitrate and copper are the leading products, followed by iron, coal, and oil. Chile is the world's third largest copper producer. Agriculture is the principal occupation in Chile. The chief crops are wheat, rice, oats, rye, and barley. Large forests provide hard and soft woods. Coastal waters produce shellfish, lobster, tuna, swordfish, and sardines.

EDUCATION

Education is free and compulsory between the ages of seven and fifteen. The government owns the majority of the schools, but there are also a great number of commercial and industrial schools. There are three universities in Santiago and others in Concepcion, Valparaiso, Antofagasta, and Valdivia. These universities also have extensions in different parts of the country. Chile has a very high literacy rate.

TRANSPORTATION AND COMMUNICATION

Chile has many airports and is served by fifteen international airlines. There are over one hundred newspapers and a large number of periodicals. Chile also has nearly three hundred privately-owned radio stations.

The People

ATTITUDES

The Chilean people are very friendly and courteous, both among themselves and to strangers or tourists. A very patriotic people, they are happy to talk of the beauties of their country and its history.

POPULATION

Of the ten million people in Chile, about two-thirds are mestizos--a mixture of the Spanish and Indian races. The remainder are indigenous Araucanian Indians, Fuegians, and Changos, and descendants of Spanish settlers and other European immigrants from Germany, Italy, etc. Only the few remaining indigenous Indians and some Bolivian Indians in the north are racially separate. German, Italian, Quechua, and Araucanian are spoken by a small percent of the population.

Lifestyle

THE FAMILY

The family is of great importance to the Chi-

leans. The average family consists of about six people. The father is the head of the family.He receives the respect of his wife and children and makes the final decisions for the family. Older people are greatly respected.

DATING AND MARRIAGE CUSTOMS

Young people begin dating at about 16 years of age in groups. Chaperones are not necessary. Men marry at about 22 years or older, and women from about 18 to 23. Couples usually go together for one to three years before getting engaged.Men are generally concerned about getting an education before getting married. It is not appropriate to show affection in public.

INCOME AND POSSESSIONS

The majority of the people belong to the middle class and have some conveniences such as refrigerators and televisions. The more wealthy have cars and the lower class have only the necessities.

WORK SCHEDULES

The people usually work from 8:00 a.m. to 5:00 p.m., six days a week. Occasionally mothers must work to help support the family, but children and youth usually do not.

DIET

Many spicy national dishes are prepared with fish, chicken, baked beans, squash, and corn. Also popular are meat pies and beefsteak topped with eggs and served with potatoes.

RECREATION AND SPORTS

People usually spend their leisure time at the movies, theatres, operas, parks, or swimming pools. During the summer, vacations to the coast or the country are popular. The most popular sports are soccer, basketball, volleyball, tennis, and rugby. Fishing, hunting, and skiing are also enjoyed.

HOLIDAYS

New Year's Day, Easter (March or April), Naval Battle of Iquique (May 21), Independence Day (September 18-19), Christmas Day.

Customs & Courtesies

GREETINGS

When people are first introduced, a handshake is customary. In other situations a spoken greeting is sufficient. "Good morning" or "good afternoon" is appropriate greeting for older people, while "Hello" or "How is it going?" is better for young people.

When a lady enters the room, men stand to greet her and shake hands. A woman who is seated, however, should not stand nor offer her hand to a man who enters.

VISITING

When visiting a family at home, the guest should wait outside the door until invited inside. The guest first greets the head of the family. It is polite to show genuine interest in the family. Compliments about the home or the children are appreciated, but should be sincere.

A visitor should casually talk with the family for a while before discussing the purpose of the visit. Political discussions should be avoided. When a guest stays for a period of time with a family, giving a bouquet of flowers to the lady of the house is an appropriate way to show gratitude.

EATING

Chileans converse freely at the table. The hostess should always be complimented. Chileans use their eating utensils in the European manner--keeping the fork in the left hand at all times and the knife in the right. It is polite to keep both hands on the table so that they may be seen at all times. People never use a toothpick while eating in public. The waiter at a restaurant will come when one finger is raised. It is considered bad manners to eat other than ice cream on the streets.

MEETINGS AND PUBLIC ADDRESSES

It is advisable to start meetings on time. Chileans expect short and precise talks. A friendly, soft tone of voice is especially appropriate. A story or joke is an acceptable, effective beginning for a public address. The hands should not be placed in the pockets while speaking.

TRAVELING

Taxis may be stopped in the streets or called on the telephone. On buses, men give their seats to women who are standing. When traveling out of the city by bus, train, or airplane, tickets may be purchased in advance.

GESTURES

While talking, people maintain eye contact and avoid gesturing with the hands. Sitting upright in a chair is expected. Yawns should be stifled or politely concealed. Only waiters are beckoned with hand gestures. Items, including money, should be handed rather than tossed to other people.

PERSONAL APPEARANCE

People wear suits and ties to eat in restaurants. Youth may have bright clothing, but older people wear more conservative colors.

SUGGESTIONS FOR VISITORS

It is polite to tip anyone who gives service. There is a great variety of hotels throughout Chile, and it is advisable to make reservations in advance. It is not customary to bargain for items.

Colombia

The Land

Colombia includes three divergent areas: low coastal plains on the Caribbean and the Pacific; a mountainous west-central region crossed by three parallel ranges of the Andes; and the Oriente, or eastern region, of plains in the north and jungle in the south.

A temperate climate prevails in the upland valleys and highlands of the mountainous interior. Medellin City, at an altitude of 5,000 feet, has an average temperature of 70°F, but that of Bogota', at over 8,000 feet, is only 55°F. At sea level it is hot and humid.

The diversity of altitude, temperature, and rainfall produce an extraordinary variety and abundance of vegetation.

The Nation

HISTORY AND GOVERNMENT

Conquered and ruled by Spain for 300 years, Colombia won its freedom in the revolt of the Spanish American colonies from 1810-1824. The liberator, Simon Bolivar, established the Republic of Grand Colombia in 1819 from which Venezuela and Ecuador withdrew in 1829-1830, leaving the Republic of New Granada. The name was subsequently changed to the Republic of Colombia under a constitution dated August 5, 1886. Panama withdrew November 3, 1903 and became a separate republic.

The congress of Colombia consists of a senate of 106 members elected for a term of four years, and a house of representatives (one representative to every 90,000 population) elected directly by the people every two years. The president is elected by direct vote for a four-year term and is ineligible for the following term.

ECONOMY

Variations in climate give Colombia a diversified agricultural economy. Coffee, however, represents over 30% of the total agricultural production and about 70% of the country's exports. Colombian emeralds are world-famous. Colombia is second only to Venezuela in the production of petroleum in South America.

EDUCATION

Primary education in Colombia is free and legally compulsory, with the number of rural school increasing. Many schools are private and girls and boys are often separated. The literacy rate is about 75%.

Secondary and vocational schools exist in most of the cities, while the National University of Bogota' offers university degrees in many fields. Colombia has a proud record of scholarly achievement. Literary, scientific, and cultural movements centered in Bogota' won for the capital the title "Athens of America."

TRANSPORTATION AND COMMUNICATION

Buses and taxis are very common in the cities. Airplanes are most used for travel between cities. Telephones are readily available almost anywhere.

HEALTH AND MEDICAL FACILITIES

Hospital and personal health care is readily available. The life expectancy is 56 years.

The People

POPULATION AND ETHNIC GROUPS

The population of Colombia is approximately 26 million. Most are mestizos, particularly of

Spanish and Indian descent. Especially on the coast, those of Negro descent predominate. There is a small number of Europeans. Only about 1% are full-blooded Indians.

LANGUAGE

In addition to Spanish, English is also widely spoken, and a few Indian tribes speak their own dialects.

Lifestyle

DATING AND MARRIAGE CUSTOMS

Dating usually starts at age 18 or 19, depending on the family custom, and is unchaperoned. Marriage is no longer arranged by the family; the individual involved make the decision.

INCOME AND POSSESSIONS

Average income is $350 per year. The small middle and upper classes make much more. The upper class is very exclusive and powerful.The larger middle class is also able to enjoy some modern conveniences. The lower class, by far the largest, is poor and has few possessions.

WORK SCHEDULES

Businesses open at 8:00 or 9:00 a.m. and close at noon while workers go home for lunch. They reopen at 2:00 and close at 5:30 or 6:00 p.m. Some businesses open again until 9:00 or 10:00 p.m. Businesses are usually open until noon Saturday. All stores are closed Sunday. Stores close on holidays; banks close from December 24 through January 2.

DIET

Breakfast is usually quite early as schools and businesses start in the early morning. Lunch consists of soup, rice, meat, potatoes, salad, and beans. A snack may be eaten around 5:00. Supper is at 7:30 or 8:00. Some formal dinners begin as late as 10:00 or 12:00 p.m.

RECREATION AND SPORTS

Participation in recreation and sports activities depends on where one lives, money available, and social class. Those in the upper class often belong to clubs where they can enjoy golf, horse riding, tennis, and other sports. They frequently go to discotheques and parties.

Those in the lower classes find their recreation in things that are free. Bullfights, soccer, basketball, baseball, and volleyball are also popular. For those who live on the coast, swimming and fishing are common sports.

HOLIDAYS

New Year's Day, Epiphany (January 6), St. Joseph's Day (March 19), Labor Day (May 1), Ascension (May 13), Corpus Christi (May 31), Sacred Heart (first Friday in June), Saints Peter and Paul (June 29), Independence Day (July 20), Battle of Boyaca (August 7), Assumption (August 15), Columbus Day (October 12), All Saints' Day (November 1), Independence of Cartaguena (December 8), Christmas.

Customs & Courtesies

GREETINGS

For everyday and new acquaintances, the usual greeting is a handshake, although women who aren't well-acquainted often just say "Hello." Close male friends often express welcome by embracing each other; close women friends may kiss one another. When greeting young children, say "Hello" unless they are good friends, in which case a kiss in preferable. For elderly people and government officials a handshake is most respectful. If a person has a special title, it should be used when greeting him to show special respect. When greeting at a distance,it is fine to wave.

VISITING

Social politeness and proper etiquette are emphasized in Colombia. Traditionally, people avoid indicating a dislike of visitors. Even if tired or busy, they always try to have a smile and a good word for strangers.

EATING

When eating, courtesy and good manners are paramount to a well-bred person in Colombia. Pleasant conversation at the table stimulates a feeling of good will and acceptance. It is not improper to eat on the streets.

GESTURES

Yawning in the presence of strangers is considered impolite. People beckon others with the palm downward, waving the fingers or the whole hand.

Costa Rica

The Land

A mountainous country, Costa Rica lies entirely in the tropical zone, but the climate is tempered by its altitude. Most people live at altitudes of 3,000 to 4,000 feet where the climate is spring-like throughout the year.

The Nation

HISTORY AND GOVERNMENT

Costa Rica has the most stable and democratic government in Central America. Costa Rica has been independent since 1821 and in 1824 it became a state. Costa Rica has an elected president, usually very mindful of laws and civic affairs. There is a fine for not voting.

ECONOMY

Costa Rica is among the three most prosperous countries in Central America. Coffee and bananas are the most important products. Foreign aid has helped build highways and electric power plants. Foreign investments have greatly accelerated industrialization. The United States is Costa Rica's principal trading partner.

EDUCATION

Costa Rica has one of the finest systems of public education in the Americas. Primary education is compulsory and free. The literacy rate is about 85%. Secondary schools and university education is free. Many people attend evening schools.

TRANSPORTATION AND COMMUNICATION

Transportation fares are lower than in other Central American countries. Many city buses are recently-imported and modern. Tickets sometimes are not used within the city and people are trusted to pay when later requested to do so. Costa Rica also has the best inter-Central-American line, the "Tica bus."

HEALTH AND MEDICAL FACILITIES

Many English-speaking doctors are available. Medical facilities are of a high quality in most cities.

The People

ATTITUDES

Costa Rica is a land of courtesy, domestic enterprise, honesty and gentleness. These attitudes are reflected in one of Costa Rica's unique laws which restricts work animals to no more than forty-eight hours of work per week.

Few social distinctions are made between people. Each person is recognized as an individual and all people are due equal respect. Personal honor is very important and defended verbally in a vigorous way. Personal criticism should be avoided.

Involvement in groups or social clubs is rare; families and friends are more important. The Costa Ricans demand responsibility in their leaders and peers. There is little resentment between classes because many people feel that God has ordained certain situations. Lately this idea has been diminished by education and desire for progress and wealth.

POPULATION AND ETHNIC GROUPS

The population is about two million. Spanish and mestizo comprise 98%. Some natives are still found in Talamanca. The Negro population is 2%, living mostly on the Atlantic coast.

Lifestyle

THE FAMILY

Costa Ricans value family tradition and heritage. The immediate family is usually large although the extended family or kin group has lost much of its importance. The importance of family heritage is shown by the fact that women continue to use their maiden name along with the husband's last name after marriage, and the children have the names of both parents.

The father makes the final decisions in the home, but may share responsibilities with the mother. Costa Rica has one of the highest birth rates in Central America.

DATING AND MARRIAGE CUSTOMS

Girls can date if they come home early. They are not visited later than 9:00 p.m., unless courtship is close to marriage. The boy asks permission from the girl's parents to date her formally. Movies, dances, picnics, and a year's end civic carnival are favorite amusements.

Marriage is a valued institution and Costa Rica has one of the highest marriage rates in Latin America. Families visit each other to show formality and agreement on their children's marriage. Divorces seldom occur.

INCOME AND POSSESSIONS

Most people own their home. Houses, made of wood, are not very solidly built. Land in the city is expensive. A social class system of a sort exists, but few people are extremely rich or poor. The rich are not ostentatious in their way of life and most of the poor own their own small home.

WORK AND BUSINESS HOURS

Most businesses open from 8:00 a.m. to 12:00 and 2:00 p.m. to 6:00 p.m. Government offices are open from 7:00 a.m. to 5:00 p.m. Most schools and businesses are open Saturday mornings.

DIET

All kinds of continental food are served but the favorite native foods include tamales, tacos, and *gallo pinto* (which is a combination of rice and black beans). Tap water is usually potable. Bottled water is recommended.

RECREATION AND SPORTS

Soccer is the most popular spectator sport. Also popular are basketball, baseball, auto racing, swimming, tennis, etc. Fishing is also very good in Costa Rica. Golf and polo are played by the very wealthy.

HOLIDAYS

New Year's Day, Feast of St. Joseph (March 19), Maundy Thursday and Good Friday, Anniversary of the Battle of Rivas against Walker (April 11), Second Battle of Rivas and Labor Day (May 1), Corpus Christi (June), Feast of St. Peter and St. Paul (June 29), Feast of our Lady of the Angels (August 2), Assumption Day (August 15), Central American Independence Day (September 15), Columbus Day (October 12), Feast of Immaculate Conception (December 8), Christmas.

Customs & Courtesies

GREETINGS

Women kiss their female friends on the cheek. If they are not well acquainted they do not shake hands, but rather pat left arms. Men always shake hands. When greeting anyone, even high-ranking government officials, a smile and a handshake are always appropriate. Rural people bow their heads and touch their hats in greeting.

VISITING

The guest enters the home when invited to do so. Compliments about both people and material things are given generally and appreciated. People frequently exchange gifts of all kinds.

EATING

At the table people enjoy active conversation. Meals are to be enjoyed and usually last longer than in the United States. Table manners vary, but one general rule is that both hands should be kept on the table as holding one or both hands the lap has a bad connotation. Avoid *rico* when referring to a person.

GESTURES

Most gestures common in the United States are not offensive in Costa Rica. Avoid the gesture made by sticking the thumb between the index and middle fingers of the fist.

PERSONAL APPEARANCE

Neatness and good grooming are considered very important.

SUGGESTIONS FOR VISITORS

Beware of pick-pockets in crowds. When boarding or exiting from a bus, the whole group pushes forward together. Tipping is generally expected.

Ecuador

The Land

The 116,000 square miles of Ecuador includes the Galapagos Islands. The Cordilleras of the Andes traverse the country, running nearly north and south, with elevated plains between the eastern and western mountains. The Andean ridges sink downward, forming the lowest pass at any point between Colombia and the southern division of the Andes. The coastal plain and *Oriente* or eastern jungle are characterized by a tropical climate. The elevated valleys of the Andes are temperate and spring-like. There are two seasons only, the rainy lasting from December to May, and the dry from June to November

The Nation

HISTORY AND GOVERNMENT

The Incas ruled until the Spanish Conquistadors took over in 1533. This unstable rule continued until Antonio Jose de Sucre, a compatriot of Simon Bolivar, led a successful campaign against the Spanish. The area then became part of Greater Colombia, a confederation ruled by Bolivar. Shortly thereafter the federation was dissolved and Ecuador declared itself a republic in 1830.

The governments and methods of rule have changed rapidly in Ecuador. Many constitutions have been adopted and discarded. The instability continues today, leaving the Ecuadorian government in a state of flux.

ECONOMY

Ecuador is highly dependent on foreign trade. Although primarily an agricultural economy, forestry, fishing, and petroleum operations are other major industries. Ecuador does not fully benefit from its rich mineral and agricultural resources, however, because they are developed by other countries.

EDUCATION

Educational institutions, both public and private, are controlled by the national government. Nursery schools, kindergartens and rural and urban elementary schools provide pre-school primary education. Secondary and higher education can be obtained at vocational schools, evening schools, and other specialized schools. There are fine state universities.

TRANSPORTATION AND COMMUNICATION

Much effort has been made in recent years to improve the country's transportation systems. There are over 12,000 miles of highways, a national railway network, and eighty-eight airports, including two large, major airports, and several seaports. A major oil pipeline is under construction from the east to the northwestern seacoast.

Lifestyle

POPULATION AND ETHNIC GROUPS

Ecuador has a population of nearly seven million. The people of Ecuador are 40% Indian, 40% mestizo (of Indian and Spanish descent), 10% Negro, and 10% of European origin. About 7% of the people speak Quechua, an Indian language.

THE FAMILY

Families are close-knit. The elderly are respected and treated well by the family. Most attitudes are liberal toward abortion and divorce and premarital sex; there are many unwed mothers.

DATING AND MARRIAGE CUSTOMS

Dating begins around age 18, but women usually do not marry until age 21 and men age 25. Families stress the importance of the woman completing her studies before marriage.

INCOME, HOUSING, AND POSSESSIONS

Some families own telephones, which are generally easy to acquire. A great percentage of the people live in rented housing. Since the climate is temperate in most of the country, the buildings are not very substantial. Ecuadorians feel it important to have the house clean and nicely furnished inside, but that it is less important to have the outside kept up.

WORK

The average work week is six days, eight hours a day. Both men and women work. Youth start working at about age 18.

DIET

The principal meal is at midday. Chicken and fried foods are favorites and soup is almost always served. Different varieties of tamales, *llapingachos* (a cheese and potato cake), *locro* (a potato soup), and *empanados* (a fried pastry) are all dishes typical of the country. Fish is served in a variety of ways and fruits are abundant.

RECREATION AND SPORTS

Favorite sports include soccer, volleyball, baseball, tennis, basketball and boxing. The beaches are popular.

THE ARTS

Art and architecture reveal the ancient cultures of the country. Churches and museums are beautiful examples of architectural works of art.

Customs & Courtesies

GREETINGS

The handshake is used in initial meeting only if the other person extends his hand. It is used in subsequent greetings, however. Women acquaintances greet each other with a kiss, and men may embrace. To show special respect one would greet the person but not shake hands.

VISITING

Compliment sincerely either new things in the home or personality traits of the family members. The host or hostess should be thanked profusely for a meal, gift, or special service. A gift is opened in one's own home.

MEETINGS AND PUBLIC ADDRESSES

Avoid political topics and issues or subjects that infer United States superiority.

TRAVELING

It is preferable to ride on a *colectivo* rather than a bus. To catch either, stand on a corner and raise the hand. On a bus one must stand, and it is not always possible to get off at the desired location. Taxis are available on the street and may be hailed by raising the hand, or engaged by telephone. Agree on the fare before starting.

GESTURES

Avoid fidgeting with the hands or feet. It is best not to use the head to answer either yes or no. Touching another person shows friendly concern.

PERSONAL APPEARANCE

Personal appearance is very important to Ecuadorians and even the poor will spend money on good clothes so that they can be well-dressed in public. Casual and sports clothes are best; "grubbies" should be avoided. Use sun glasses only when really needed.

SUGGESTIONS FOR VISITORS

Most stores will close daily at siesta time, which lasts about two hours at midday.

El Salvador

The Land

The land is characterized by two mountain ranges, hills,and a plateau. The soil has been enriched by lava from volcanoes. Earthquakes are frequent in most areas. The climate is tropical in the lowlands, semitropical on the plateau, and temperate on the mountain slopes. Rainfall is relatively abundant from May to October.

The Nation

HISTORY AND GOVERNMENT

El Salvador (literally, "The Savior") was the home of the Pipil Indians, whose advanced civilization was related to that of the Mayas. In 1525 Pedro de Alvarado conquered the country for Spain. El Salvador was under Spanish rule until 1821, when it became part of the Mexican empire. Then in 1841 El Salvador became an independent republic.

The constitution provides for a legislative system with the National Assembly of Deputies elected by popular vote. Executive power is vested in the president, who is elected for a five-year term and is inelegible for immediate re-election.

ECONOMY

The country's economy is predominantly agricultural. Coffee is the most important export crop, followed by cotton, sugar and rice. During the last decades the country has experienced a rapid industrial growth, producing cement, refined sugars, and textiles. Since pre-Columbian times, every town has been famous for some type of handicraft such as pottery, articles of tortoise shell, woven cotton goods, rope, or sandals. The monetary unit is the *colón*.

EDUCATION

The government is currently engaged in a vigorous campaign to increase the literacy rate. The success of the national educational program is shown by the marked increase in the number of kindergartens, primary and secondary schools. Schooling is free. The National University of San Salvador includes schools of law, medicine, engineering, dentistry, economics and many others.

TRANSPORTATION

Some people have cars, but transportation by bus is more common. Taxis are also used in San Salvador. Distances in El Salvador are short and the roads are very good.

HEALTH

Health conditions have improved in recent decades, yet services have been barely sufficient to keep up with the population growth. The industrious Salvadoreans, aided by an interested government, are steadily achieving better health and living conditions. Progress in the last decades is marked by improved training of nurses, education in sanitation, free immunization clinics, development of water and sewage systems, and modernized hospital planning and administration.

The People

ATTITUDES

Salvadoreans are famed for their hospitality, and foreigners visiting the country find themselves in a homelike atmosphere. They are an industrious people,but enjoy social activities and outdoor recreation. The people of El Salvador are nationalistic; they are very proud of their country.

POPULATION

With four million people, El Salvador is the most densely populated country on the American mainland (400 people per square mile). Most of the people are of mixed Spanish and English descent. There are also some full-blooded Indians.

Lifestyle

THE FAMILY

The people in El Salvador are very united and family ties are close. Salvadoreans respect and care for their elderly. The father is the head of the family, which consists of about six people.

DATING AND MARRIAGE CUSTOMS

Group dating is prevalent, beginning at about 15 years of age. Traditionally, it was not proper for couples to be seen in public unless engaged or married. This tradition is no longer observed.

WORK SCHEDULES AND POSSESSIONS

Many people work ten hours a day and six days a week or more. Few have cars, televisions, or telephones; almost all have electricity.

DIET

Salvadorean food is less spicy than that of most Latin countries. The majority of the people live on black beans, tortillas, rice and eggs. City dwellers also eat meat, while those living near rivers and lakes consume more fish.

RECREATION AND SPORTS

Salvadoreans are a sports-loving people and take pride in the fact that their country has excelled in many sports. El Salvador is considered the center of the sports events in Central America. Every town, including the most remote one , has its athletic fields and gymnasiums. Soccer is the national sport. Basketball is popular, and cockfights are also watched with enthusiasm.

HOLIDAYS

The Salvadoreans' love of beauty and gaiety finds expression in the many colorful festivals which are held throughout the country. Holidays include: Labor Day (May 1), Mother's Day (May 10), Father's Day (June 27), Holy Week (August 1-5), Independence Day (September 15), Columbus Day (October 27), Christmas, and New Years Day. Traditional folk dances are still part of El Salvador's many colorful holidays and fiestas.

Customs & Courtesies

GREETINGS

A handshake is the customary greeting, but some people prefer a slight nod of the head. Children appreciate adults who shake their hands also. Titles show respect and should be used in addressing people whenever possible. The first name or family name is used only among close acquaintances.

Friends customarily stand close when talking. An arm around the shoulders of another is a common way to show friendship.

VISITING

A visitor is expected to wipe his feet and greet the family before entering a home. It is appropriate to stand when a woman enters the room and when meeting people. Salvadoreans like to be sincerely complimented, especially about their children, homes, gardens, or country. Elaborate or expensive gifts are not appropriate.

EATING

A polite guest will try some of everything served. Leaving a little food on the plate is considered good manners. Men stand when a woman leaves the table. Whoever prepared the food should be complimented and also the lady of the house as she likes to be assured that the guest is enjoying his stay.

Raising one's voice in a restaurant is not appropriate. It is proper for guests to stay at the table until the bill is paid. If a Salvadorean offers to pay, it is best to let him (even though it may be a sacrifice for him) rather than to damage his pride. Tipping is polite. Eating on the streets should be avoided.

MEETINGS AND PUBLIC ADDRESSES

Openness and sincerity are important in addressing the people. When addressing small groups, eye-to-eye contact is important.

GESTURES

Crossing the legs is acceptable, but it is not appropriate to point the feet or fingers at someone. Only close friends are beckoned with a hand wave.

Guatemala

The Land

About two-thirds of Guatemala is mountainous and volcanic. A number of the volcanoes are intermittently active, and earthquakes are frequent. Over half of the country's land is covered with rich forests, which are particularly dense in the Peten region of the northwest. Most of the people live on the slopes of the highlands or in the fertile, well-watered lowlands along the Pacific coast where hot and humid weather prevails. In the highlands, the days are warm, and the nights are generally cool. From November to May is the dry season, and from May to November there is abundant rainfall.

The Nation

HISTORY AND GOVERNMENT

Before the Spanish conquest, the old Mayan Indian empire flourished for over one thousand years in what is today Guatemala. Guatemalans are justly proud of their Mayan ancestors. One of the centers of Mayan culture, Guatemala abounds in archaeological ruins. The land of the Mayans has been described as one of the most beautiful places in the center of the Americas.

Guatemala won its independence from Spain in 1821, was briefly annexed by Mexico, and then was a member of the Central American Federation until it was dissolved in 1838. From that time until the revolution in 1944, Guatemala was under the control of a long line of military dictatorships. Since 1944 the country has been governed by the military.

ECONOMY

Although the economy of Guatemala is based on on agriculture, manufacturing has played an increasing role. The leading exports are coffee, cotton, bananas, sugar and beef. The monetary unit is the *quetzal*.

EDUCATION

Although there are over 4,000 primary schools, more than half the primary age children still are not attending. Facilities are being improved and developed to meet educational needs. Most schools are private and church-supported (principally Catholic). There are also high schools and five universities in Guatemala.

TRANSPORTATION

Buses are inexpensive and available within the city and around the country. Taxis are also available, cars may be rented, and an airline services the country. Telephones are widely used in the city.

The People

ATTITUDES

Guatemalans have freedom to do as they wish. They are proud of their country which gives its people opportunities to develop and improve in life. There is a great deal of progress in the country now because of the influence of international companies and the increased emphasis on education.

Individual honor is important and defended vigorously, sometimes even physically. Personal criticism is taken very seriously and should be avoided generally. The family is considered the foundation of society, although youth clubs and social groups are becoming more important. City-dwellers are more generally influenced by Europe and the United States than are rural people.

POPULATION

Almost half of the six million people in

Guatemala are Indians. The rest of the population is largely a mixture of Spanish and Indian. The Indians use their own dialects and often do not speak Spanish. English is understood in tourist centers.

Lifestyle

THE FAMILY

The extended family is the basis of society and exerts major influence in an individual's life and decisions. The father is the head of the family and takes the lead in all conversations and decision making. Business affairs (with guests or visitors) should always be discussed outside the home or away from the family.

DATING AND MARRIAGE CUSTOMS

In more modern areas, girls do not have chaperones but are still protected by their parents. Parents must approve before she is allowed to date someone. Traditionally the man's parents asked for the hand of the woman; now the man asks the woman's father. Among the highland Indians the man's parents pay the woman's parents for the woman their son wishes to marry. Men marry around age 26, women about age 24. Social status and family heritage often determine who one marries.

INCOME AND POSSESSION

Family incomes very greatly; those in the large cities are much higher than in the rest of the country. The overall average is about $325.00 per month, but the lower class may earn only $60.00 per month. This income provides the family with food and some of the necessary items. Few families own cars, television sets, or other conveniences. An automobile is a prized possession and often compliments on it are very much appreciated. The father usually supports the family, but sometimes the mothers also works. Among lower class people, children work as soon as they are able to.

DIET

Obtaining a well-balanced meal is difficult for the lower class. The middle class people eat better, yet their main food is black beans and rice. Typical native dishes are *tamales* (cornmeal dough filled with meat and spices), fried *yucca* (a starch plant), and fried bananas with honey, cream or black beans.

RECREATION AND SPORTS

The most popular sports are basketball and soccer. Tennis, golf, baseball, horse racing, cockfights, and occasional bullfights are also enjoyed.

THE ARTS

The Guatemalans are an industrious people. Many work long hours making attractive leather and woven handicrafts which are either sold in the country or exported. Guatemala is also noted for its *marimba*, a musical instrument invented by the Mayans, made of wood and played with sticks padded with rubber.

HOLIDAYS

Holidays include: New Year's Day, Holy Week (the week before Easter), Labor Day (May 1), Government Day (June 30), Independence Day (September 15), Columbus Day (also called Day of the Race, October 12), All Saints Day or Memorial Day (November 1), Christmas Eve (December 24), Christmas, New Year's Eve (December 31), Epiphany (a time for giving Christmas gifts, January 6).

Customs & Courtesies

GREETINGS

When meeting someone, it is appropriate to smile and shake hands and say something such as "Glad to meet you" or "How do you do?" Complete attention should be given to the person one is greeting. Men greet each other with a hearty handshake and close friends hug and pat each other on the back. Among close women friends, the usual greeting is a kiss on the cheek and a gentle hug. Elderly people give a warm hug and shake hands also. Respect is shown when greeting government officials or other important people by bowing the head and calling them by *Señor* and their title.

Interest in getting to know the people and inquiring about the health of family members shows friendliness. The warm, natural smile is very important in any greeting. Eye contact is important in public addresses.

VISITING

The Guatemalans are very warm people and visitors are always welcomed. As a general rule, the city people enjoy talking and helping visitors, while the people in the highlands are more shy and use caution when speaking to strangers (except at tourist sites).

Expressing admiration of good personality traits in people is a key to acceptance. Material objects are not as commonly complimented. Fine music is valued by Guatemalans. Small gifts, such as flowers or candy may be brought when invited to dinner by close friends or acquaintances.

EATING

Eating is mixed with conversation, but a guest should never talk with food in his mouth. Meals generally last longer than in the United States. Table manners vary, but both hands should remain on the table at all times.

Mexico

The Land

Mexico includes desert, tropical, alpine, and temperate regions. The lofty Central Plateau is bordered by two mountain ranges, the Sierra Madre Oriental on the east and the Sierra Madre Occidental on the west.The national territory is divided into almost equal parts by the Tropic of Cancer which transverses it. The area of Mexico is 760,579 square miles, plus 154,633 square miles of continental shelf.

The Nation

HISTORY AND GOVERNMENT

The history of Mexico dates back to advanced Indian civilizations, ending with the Aztecs who were conquered by the Spanish. In 1810, Mexico was one of the first countries to revolt and gain independence from Spain.

The 19th Century was marked by political unrest; the 20th Century by economic progress and stability.

Political freedom is allowed and opposition does exist in Mexico. However, one political party, the PRI, has dominated since the 1930's. Mexico is characterized by a strong central government in which the military does not play a significant role.

EDUCATION

Education is complusory and free through age 15. Trade and vocational schools are popular. The National University in Mexico is prestigious and only one-third of the applicants pass the difficult entrance exams. Few Mexicans complete college degrees.

TRANSPORTATION

Private automobiles are rare except in the urban areas. Most people use public transportation. Buses are common and inexpensive, and Mexico City has a fine subway system. Taxis are also common. With unmetered taxis, be sure to agree on a price with the driver before starting.

The People

ATTITUDES

If a visitor or business associate stops by unexpectedly, the man he wishes to see will stop whatever he is doing and talk with him, regardless of how long it takes. Business contacts are not made during the two- or three-hour lunchtime.

Mexicans are very hospitable and will always find something to serve the visitor in the home. Gift-giving is important and serenading is still popular, especially on special occasions such as birthdays, Mothers' Day, etc.

The Mexican people are generally very patriotic and proud of their country. Young men serve a compulsory term of military service.

POPULATION AND ETHNIC GROUPS

The population of Mexico is nearly 59 million. Mexico City has seven million inhabitants. Most of the people are mestizos (of mixed Spanish and Indian descent). About 10% of the population is pure Indian. Most Mexicans tend to identify with their Indian rather than their Spanish heritage.

Lifestyle

THE FAMILY

Mexicans tend to have large families, and the family is very important. The divorce rate is low, due to the anti-divorce stand of the Catholic Church and the traditional supportive role of the wife. The father is the undisputed family leader, but the mother administers the household.

DATING CUSTOMS

Traditionally, a chaperone always accompanied young couples, but this practice is now disappearing. Today, instead of calling on a girl at her home, the boy often meets her at a prearranged place. Parental approval of the boyfriend is still important.

INCOME AND POSSESSIONS

The average income provides for few luxuries. Few homes have telephones. Almost every home has a radio and many have television sets and newspapers. In urban centers, many who have electricity will have a radio and television, but no other modern conveniences.

RECREATION AND SPORTS

Soccer (*fútbol*) is the national sport. Baseball and basketball are also popular. Boxing is a popular spectator sport. Bullfighting is considered an art rather than a sport. Dominos, dice, or cards are popular at family get-togethers.

HOLIDAYS

Mexicans celebrate independence from France (1867) May 5, from Spain (1810) September 16, and from Dictator Diaz (1910) November 20. Columbus Day(October 12) is also important. Religious holidays include Easter (known as Holy Week), the Day of the Dead (November 2), Appearance of the Virgin of Guadalupe (December 12), and Christmas. Epiphany (January 6) is the principal gift-giving holiday in Mexico, although Santa Claus is gaining popularity in urban areas.

Customs & Courtesies

GREETINGS

The usual greeting is a handshake, although a full embrace between friends is common after a long absence. Women often greet each other with a kiss on the cheek. Mexicans typically stand close to each other while talking, often touching the other person or his clothing. A polite greeting to policemen or customs officials is expected before asking them questions.

TRAVELING

On the bus, a gentleman gives his seat to a woman. On longer trips, people often share food with each other; refusing another's offer would be impolite.

EATING

Eating is very relaxed in Mexico. Pushing food onto the fork with a tortilla or bread is acceptable. Some families eat first while the mother makes sure that everyone is served and satisfied. Refusal to eat a particular dish may be considered an insult. Both hands are kept above the table when eating.

Food purchased at a street stand should be eaten before leaving. If hot food is encountered, bread, rice, or beans, rather than water, will relieve the burning sensation.

MEETINGS AND PUBLIC ADDRESSES

Avoid political and historical topics such as the Mexican-American War. People generally appreciate an effort to speak Spanish. The word "Mexico" often refers to Mexico City.

GESTURES

An animal's height is shown with the palm held flat. The height of people is shown with a raised index finger. Items such as keys or pencil should always be handed to people, not tossed. Beckon others with a downward waving motion of the palm. A common way to beckon people is with a "psst-psst" sound, which is not considered impolite. If someone sneezes, tell him *salud* (good health).

SUGGESTIONS FOR VISITORS

When something is paid for, the money is placed in the cashier's hand. Purchased items are customarily wrapped or placed in a bag before being carried in public. Water is drinkable in most cities, but in some smaller towns or rural areas bottled water or soda pop are most reliable.

Paraguay

The Land

Paraguay is divided by the Paraguay River into two diverse regions. To the west lies the arid, sparsely settled region of Chaco Boreal; the area to the east is rich in vegetation and is heavily populated. The plateau region, where most of the people live, is subtropical, with a warm, humid, and rainy climate. Seasonal changes are opposite those in the United States; winter is from June to September.

The Nation

HISTORY AND GOVERNMENT

Settled as a Spanish possession in the early 1500's, Paraguay gained its independence from Spain peaceably in 1811. Dictators ruled from 1814, but after a disastrous defeat by Brazil, Argentina, and Uruguay in the 1870 War of the Triple Alliance, the country adopted a democratic constitution. Paraguay is now experiencing an era of peace and prosperity.

ECONOMY

Paraguay's economy is based primarily on agriculture, cattle raising, and forestry. The nation has no important mineral resources. Industrialization plans depend greatly on the completion of a large hydroelectric project on the Parana River. The unit of currency is the *guarani*.

EDUCATION

Although public education is free and compulsory, most schools are private and require tuition from students. Students attend elementary school six years, and secondary school another six. School is held from March through November. There are several agricultural school and institutions for the study of the fine arts.

TRANSPORTATION AND COMMUNICATION

Paraguay's rivers are her commercial highways. Several major public works have been financed by United States and Brazilian loans. One of these projects is an all-weather highway to the Brazilian and Bolivian borders. Most roads are unpaved and impassable in the rainy season. Few homes have telephones. There is one television station in Paraguay.

The People

ATTITUDES

The national pastime can be said to be conversation. Young people spend a lot of time reading the newspapers and discussing international politics or sports.

POPULATION AND ETHNIC GROUPS

About 95% of the nation's 2.7 million people are of mixed Spanish and Guarani Indian origin. Italians, Germans, Japanese, Brazilians and Argentimes constitute small minorities. Much of the population is rural, living in the countryside or small settlements.

Paraguay is a bilingual country. Spanish is the official language, but Guarani is spoken widely.

Lifestyle

THE FAMILY

Society in Paraguay is centered around the extended family. Meals together often last two hours or more. Families spend hours talking together.

DATING AND MARRIAGE CUSTOMS

Dates are always chaperoned; it is not socially proper for a man and a woman to be alone together. Paraguayans date officially only after

the girl is 17. She is not free to go anywhere without supervision, and parents have undisputed authority. If a boy wants to date a girl, he has to have the consent of her parents. He may visit her at her home only at certain times. Physical contact in public between men and women is not considered appropriate; kissing and holding hands are signs of very serious involvement and are in poor taste in public.

Customarily men marry after age 25 and women after age 16. Marriage usually follows years of courtship, and then only with parental consent.

INCOME

Paraguay has been one of the poorest nations in South America. The majority of the people are farmers or ranch workers. The average income is just enough to provide simple necessities for the family.

WORK SCHEDULES

Business hours extend from early morning until late afternoon, with a midday break for siesta. Outside employment begins at an early age; many students leave school to work.

RECREATION AND SPORTS

Soccer or a variation of it called "mini-soccer", volleyball, and swimming are very popular sports. American football and baseball are practically unknown. Going to the theater, reading, and conversing are also popular leisure time activities.

DIET

Breakfast usually consists of *mate* (a bitter tea) or coffee, with roll or pastries. Lunch is at noon, and dinner is a late meal, often eaten at 9:00 or later. Meat is prominent in all national dishes. It is served with vegetables and mandioca (a long tuber).

HOLIDAYS

May 14 is celebrated as Independence Day, marking the occasion in 1811 when Pedro Cabellero, the national hero, forced the Spanish governor to share his authority with local people. Other holidays include: New Year's Day, Epiphany (January 6), Day of the Protector (saint) of the City and Nation, Peace Day (celebrating the end of the Chaco War), Worker's Day, Holy Week (before Easter), Carnaval (February), Day of the Caacupe Virgin (December 8), Day of the Battle of Poqueron, San Juan Day (Festival of Fire), and Christmas.

Customs & Courtesies

GREETINGS

When meeting someone for the first time, the usual greeting is "Pleased to meet you." Everyday acquaintances greet each other with "Good morning," or "Good evening; how are you?" Good friends stand very close, facing each other, and men often embrace. Women usually kiss each other on both cheeks. Close friends may also walk arm-in-arm.

With the elderly, an attitude of deference is shown. The use of the family name shows respect, while the use of the first name indicates intimacy. When saying goodbye, people either shake hands or, if at a distance, wave their hands.

VISITING

Although strict punctuality is not observed by Paraguayans, promptness is often expected of North American visitors. When visiting a home, the guest usually greets the host with a short, formal speech. Before entering, he asks permission to enter.

Good conversation topics include the family, sports, current events, and the weather. Compliments are given freely and expressively; they should be about personality traits rather than objects or appearances.

EATING

A visitor waits until the head of the family starts before eating. The fork is held in the left hand and the knife in the right. Utensils are not changed from one hand to the other while eating. Both wrists are rested on the edge of the table; the hands are not placed in the lap. Eating on the streets is not considered proper.

TRAVELING

Travel in the city is usually by small, very inexpensive buses. Taxis are also available but are much more expensive.

GESTURES

To beckon someone, the index finger is moved back and forth with the palm up. This is an intimate gesture, however; usually the person's name should be used to call him rather than this beckoning gesture.

Signs made with crossed fingers may be offensive. The United States gesture meaning "OK" (the thumb and forefinger forming a circle), should never be used.

Crossing the legs is acceptable, but not with the ankle touching the knee; the legs should be crossed with one knee directly over the other. Usually, however, feet are kept on the floor or as close to the floor as possible.

Desks, tables, or floors are not considered proper places to sit. Erect posture while sitting in chairs is very important. In Paraguay, tilting the head backwards means "I forgot." Blinking the eye while raising the other eyebrow has romantic connotations. Brushing the fingers forward under the chin means "I don't know." Yawning in the presence of another is considered very impolite.

Peru

The Land

Peru is divided into a narrow coastal desert, the Andean highlands, and the eastern lowlands consisting of vast hills, forests, and tropical jungles. Catastrophic earthquakes have been common. Peru shares with Bolivia famous Lake Titicaca, the world's highest navigable body of water. There is almost no rainfall along the populated coast, although the winter weather is foggy and chilly. The seasons are opposite those in the United States.

HISTORY AND GOVERNMENT

Pre-Columbian Peru was the home of several of America's most advanced cultures, ending with the Incas, who were unsurpassed in the art of stonecutting and who achieved a high degree of economic and political development around 1100 A.D. Inca and earlier Chimu ruins make Peru a mecca for archaeologists. The best-known ruins are found at Cuzco, Chan Chan, and Machu Picchu.

In 1532 the Spanish invaded Peru, which became the richest and most powerful Spanish colony in America. Freedom was won three years after the 1821 declaration of independence, in the decisive battle at Ayacucho, by Simon Bolivar's forces under the command of General Antonio Jose de Sucre.

The constitution of 1933 provided for a president and legislature, all elected for six-year terms. In 1968 President Belaunde was deposed by a military junta headed by General Juan Velasco Alvarado, who became president.

ECONOMY

Agriculture, the basic economic activity of Peru, involves half of the population. Large amounts of cotton and sugar are exported. Guano, made from the birds which feed on offshore fish, is used for fertilizer. Peru produces large quantities of copper, iron ore, and lead. Peru has a wealth of agricultural, mineral, and forest resources and is the world's largest producer of fishmeal.

EDUCATION

Public education is free and compulsory between the ages of 7 and 14. Recently, efforts have been increased to extend primary schools to remote rural regions.

Most of the country's secondary schools are private. Peru has many universities, including the University of San Marcos in Lima, which is the oldest on the South American continent.

TRANSPORTATION

Most people commute by bus. Since cars are imported, they are very expensive and are owned by few families.

HEALTH AND MEDICAL FACILITIES

Doctors and hospitals are usually competent and inexpensive, but most people are somewhat superstitious about their health and are reluctant to use health facilities. If not accustomed to it, visitors may find it necessary to adjust to the high altitude of Peru, especially in the mountains.

The People

ATTITUDES

Peruvians are very strong-willed and nationalistic. Foreign interference and foreign ownership of Peruvian industries is strongly resented. Peruvians have a good sense of humor and are excellent hosts, accommodating and eager to please.

They are very sensitive; joking about them or their lifestyle is very offensive. Criticism, if necessary, must be positive.

POPULATION AND ETHNIC GROUPS

Of the over 15 million people in Peru, about 46% are Indian, 11% are of Spanish descent, and the remaining 43% is chiefly of mixed Indian and Spanish origin.

In addition to Spanish, Quechua and Aymara are also official languages. Many Peruvians also speak English.

Lifestyle

THE FAMILY

The family is very important in Peruvian society. Most families are large, with four to eight children. The father is the law-giver and disciplinarian. The mother spends most of her time doing household duties, rarely working outside the home.

DATING AND MARRIAGE CUSTOMS

Dating in couples, which usually begins in the early twenties, is almost strictly for courtship.

DIET

The common diet includes much soup, rice, beans, potatoes, and a variety of tropical fruits. Corn, native to Peru, is the staple food of the Indians. Most food is bought daily, either in small corner stores or large open-air markets.

RECREATION AND SPORTS

The most common sports are soccer, basketball, volleyball, and gymnastics. Sunday is the traditional day for activities such as sports, movies, and picnics.

HOLIDAYS

Labor Day (May 1), Mother's Day (second Sunday in May), Independence Day (July 28), which marks the date in 1821 when the Argentine General Jose de San Martin proclaimed independence for Peru, and Columbus Day (October 12) are important national holidays. There are also may city and regional holidays.

Customs & Courtesies

GREETINGS

Both men and women shake hands when meeting and departing. Close female friends often greet each other with a kiss on the cheek. Men may greet close friends with a shoulder hug. For youth, an arm around the shoulders or a pat on the back is polite. Among friends, only first names are used, but to elderly people or officials, a title and last name are more appropriate.

VISITING

Visitors are expected to feel at home and to be very friendly, especially with the children. The greeting "This is your house" reflects the importance of hospitality. Showing concern for the health of relatives is polite. Flowers are appropriate for any occasions; gifts are given on birthdays and at Christmas.

EATING

A polite guest will eat some of each food that is offered. Families enjoy having visitors eat with them and converse freely at the table. The fork is kept in the left hand while eating. In a restaurant, the waiter is called with a wave of the hand or clapping. Tipping is polite. Food may be purchased at street stands, but is eaten before leaving.

MEETINGS AND PUBLIC ADDRESSES

It is best for a visitor to be prompt even if others are not. Discrimination against any religious, political, cultural, or racial group is not appropriate. Smiling helps communication, and Peruvians appreciate visitors who try to speak Spanish.

TRAVELING

While traveling on a crowded bus, it is proper for a gentleman to give his seat to a woman or elderly person. Taxis may be stopped by waving the hand. If the taxi has no meter, the price should be agreed upon beforehand.

GESTURES

To beckon a person, the fingers are waved with the palm down. People stand close to converse, maintaining constant eye contact. The knees may be crossed, but placing one ankle on the other knee is not appropriate.

SUGGESTIONS FOR VISITORS

Better stores have fixed prices, but bargaining is appropriate in the market.

Uruguay

The Land

Uruguay is mostly a rolling lowland plain covered with prairie grass, excellent for stock raising and agriculture. The climate is temperate and seasons are opposite those in the United States. June, the coolest month, averages 50°F; and January, the warmest month, averages about 75°F.

The Nation

HISTORY AND GOVERNMENT

Originally Uruguay was occupied by Indians. The first European settlers were the Spanish, who established a colony at Soriano in 1624. Spanish rule ended with the war of independence (1810-1814), led by Jose Gervasio Artigas, known as the "father of Uruguay."

In 1820 Brazil occupied the country. A group patriots known "the thirty-three immortals" declared Uruguay an independent republic in 1825, and the country threw off Brazilian rule. In 1828, Uruguay was established as an independent nation.

Uruguay was the first South American country to enfranchise women and among the first to legalize divorce and reconize trade unions' rights. Facing social and economic problems, the present government rules by decree.

ECONOMY

Uruguay's greatest natural resource is its rich agricultural land, which is used mainly for livestock production. There are few mineral resources; all petroleum must be imported. In recent years, inflation and the leveling-off of production have created some economic problems. More than one-third of the workers are government employees and the state owns the power, telephone, railroad, cement, oil-refining and other industries.

EDUCATION

Uruguay has a high rate of literacy. Elementary school is compulsory and free for all. Programs vary between four and six years. After this, those who pass a special examination are eligible to enter the *liceo* or secondary school, which is also free, as are technical and higher education. After six years of secondary school students are eligible for university studies. The University of Montivideo was founded in 1849. Uruguay has a rich national tradition in literature and the arts.

Lifestyle

POPULATION AND ETHNIC GROUPS

Ninety percent of the three million people of Uruguay are of European descent, principally Spanish and Italian. Those of Spanish and Indian and Spanish and African descent constitute about 10% of the population.

Uruguay was once called the Switzerland of South America. Montevideo, the largest city, and which contains 45% of the population, is the commercial, cultural, and political center of the nation. There is a large urban middle class and a relative lack of urban clums. Depressed areas are mainly in the rural interior.

THE FAMILY

The Uruguayan family is united, with fairly strong ties. The role of the father as head of the family is very important. Elderly people are respected; they are never sent to rest homes.

DATING AND MARRIAGE CUSTOMS

Dating practices resemble those of the United States, although some families have retained the customs of their original countries. The marriage reception is a big *fiesta*, where all the friends of the family rejoice with the parents of the couple in their marriage. The bride and groom usually are not present at this reception.

INCOME AND POSSESSIONS

The income of the average Uruguayan is limited, providing for very simple food, clothing, and shelter. Most homes are small and simple. There are a few private automobiles and modern appliances. There is a great difference between the large, very poor lower class and the small, powerful upper class.

DIET

A wide variety of meats, fish, vegetables and fruits are eaten. Roasts, stews, and meat pies are popular. The average eating schedule consists of a light breakfast of coffee and bread, a hot noon meal at home, a 6:00 snack, and a large supper at about 9:00 or 10:00 at night.

HOLIDAYS

Most of the traditional Catholic holidays are observed. Additional holidays include: the Day of the Thirty-three(April 19), commemorating the patriots who fought for Uruguay's independence in 1825; and National Independence Day (August 25), marking the signing of the Declaration of Independence later in 1825.

Customs & Courtesies

GREETINGS

The general greeting is a warm, firm handshake. With other than close friends, always use Mr. or Mrs. with the last name when addressing someone.

VISITING

When visiting a family at home, it is polite to converse about the family. Avoid talking about political matters. Sincere compliments are appreciated. The utmost courtesy is always expected.

EATING

It is best to not eat on the street. Use the fork always with the left hand. The use of a toothpick is in very poor taste in public.

MEETINGS AND PUBLIC ADDRESSES

Communism is a very controversial topic and is best avoided in public conversation. People also avoid talking about war. Praising the United States excessively will cause friction.

Speakers should never sit on a table while talking to individuals or addressing groups. Meetings are expected to be well-organized and formal.

TRAVELING

When traveling by bus, a gentleman gives his seat to a lady. No matter what mode of transportation, the ticket should be kept until the destination is reached.

GESTURES

Legs and feet are to be always on the floor; never put them on tables nor sit on a table. Avoid yawning in public; it implies one is tired or bored.

PERSONAL APPEARANCE

Clean, well-tailored, conservative clothes are the general rule.

Venezuela

The Land

The principal geographic regions of Venezuela are: the Andes Mountains and adjacent hills in the northwest; the coastal zone north of the mountains; the plains or *llanos* between the mountains and the Orinoco River to the south and east; and the Guayana Highlands, an area south and east of the Orinoco made up of high plateaus and rolling plains.

The Nation

HISTORY AND GOVERNMENT

The first Spanish conqueror after Columbus discovered the Americas named the land Venezuela, or little Venice, because the houses on stilts reminded him of Venice, Italy. Venezuela remained under Spanish domination until about 1821, when a republic was formed.

The constitution, adopted in 1961, provides for a strong central government with a president, senate, and chamber of deputies, all elected for five years by direct universal vote.

ECONOMY

While Venezuela is one of the world's leading producers of petroleum, it has also stressed industrial development. The major exports include petroleum, petroleum products, and iron ore; the major imports are machinery, iron and steel, automobiles, and wheat. Coffee is the principal agricultural product. The monetary system is based on the gold standard and the unit of currency is the *bolivar*.

EDUCATION

Elementary education is compulsory from ages 7 through 14. All education, including university, is free in government-supported institutions.

TRANSPORTATION

Internal transportation is by automobile, bus, or plane. Airlines service the entire country. Railroads carry freight. There are 27,000 miles of highways and 63 airports in Venezuela.

The People

ATTITUDES

Venezuela is the most urban of the South American countries. It is a country where changes and improvements are occurring daily in all phases of life. It is not uncommon to see the old and the new side-by-side, whether it is transportation, housing or entertainment. The people are religious, very spontaneous, and have a good sense of humor.

POPULATION AND ETHNIC GROUPS

Of the approximate 12 million people in Venezuela, the majority are of mixed Spanish and Indian descent. Many of the people are of European origin, and some are of Negro or Indian descent.

Lifestyle

THE FAMILY

Family ties are strong, and most families are very close-knit.

INCOME AND POSSESSIONS

Regardless of economic standing, nearly every family owns a car, a television set, and various kitchen appliances.

DIET

In the larger centers one can usually locate some foods common to North America. The local Venezuelan dishes are distinctly different and unique. Spicy foods, casseroles, and meat pies are favorites.

RECREATION AND SPORTS

Venezuelans generally like sports. The most popular spectator sport is baseball. Horse racing and soccer are also popular. The Venezuelans enjoy participating in fishing, hunting, swimming, water skiing, tennis and golf.

HOLIDAYS

Venezuelans celebrate Epiphany (January 6), Independence Day (July 5), Bolivar's birthday (July 24), and Christmas Day, in addition to other local and religious holidays. The biggest celebration of the year is Christmas and the twelve days previous.

Customs & Courtesies

GREETINGS

The handshake is widely used. However, men greet close friends with a full embrace (*abrazo*) and women greet one another with an embrace and kisses. Embraces are given between men and women only if they are related or engaged. When in doubt about greeting someone, always accept and return their mode of greeting. Always greet people and converse with them briefly before discussing business matters.

GIFTS

Giving a woman an orchid (the national flower) is very considerate. An appropriate gift for a man is something for the office, such as a pen or pencil set.

EATING

As a sign of respect, the heads of the table are usually reserved for the father and mother. If a visitor is not directed to a seat, he should sit in one of the side seats. When dining in someone's home, eat all the food on the plate. If a toothpick is used, the mouth should be covered with the other hand. Eating on the street is not considered offensive.

GESTURES

It is courteous to maintain continual eye contact whenever talking to a Venezuelan. Men do not walk with one hand on the hip. It is considered disrespectful,while seated, to assume a drooping posture or to put one's feet on an object.

DRESS AND PERSONAL APPEARANCE

Better movie theaters and good restaurants require coats for men and dresses for women. Shorts are not appropriate in Caracas. Since Venezuela includes tropical, moderate, cool and cold climates, one should take suitable clothing for the specific area to be visited.

Breaking Language Barriers

Because language is the most important communication tool in any society, if you cannot speak other peoples' languages, you are terribly handicapped in communicating with them.

Too often North Americans expect others to speak English, but they make no effort to learn the simplest phrases in a foreign language; or they may be too shy to try out the few phrases they have learned. Latin Americans will appreciate any honest attempt at conversation, no matter how limited your vocabulary.

Language training is available through schools, self-study, and various language booklets written especially for travelers. Your purpose and length of stay in Latin America will determine the language proficiency you will need or desire.

In case you find yourself with no other materials, this "survival" section can assist you in communicating in Spanish or Portuguese. The following are simple words and phrase to master:

Spanish

ENGLISH	*PRONUNCIATION*	*SPANISH SPELLING*
Good day	BWEN-ohz DEE-ahss	Buenos días
Good evening	BWEN-ahss TAR-dayss	Buenas tardes
How are you?	KO-mo ess-TA oo-STED?	¿Cómo está usted?
My name is...	may YA-mo...	Me llamo...
What is your name?	KO-mo say YA-ma oo-STED?	¿Cómo se llama usted?
Please	por fa-VOR	Por favor
Thank you	GRAHSS-yahss	Gracias
Excuse me	payr-DO-nay-may	Perdóneme
Goodby	ah-DYOHSS	Adiós
Yes	SEE	Sí
No	NO	No
Please point	SEER-vah-say ah-poon-TAR	Sírvase apuntar
Understand me?	may en-TYEN-day?	¿Me entiende?
I don't understand	no en-TYEN-do	No entiendo
Sir	sen-YOR	Señor
Madam/Mrs.	sen-YO-rah	Señora
Miss	sen-yo-REE-tah	Señorita
Today	OY	Hoy
Tomorrow	mahn-YA-na	Mañana
Where is (the)...?	DOHN-day ess-TAH...?	¿Dónde está?
toilet	el BAHN-yo	el baño
exchange office	lah o-fi-CI-na day KAM-bio	la oficina de cambio
cinema	el SEE-nay	el cine
Where is (a)...?	DOHN-day AHY?	¿Dónde hay?
doctor	oon MED-ee-ko	un médico
restaurant	oon ress-ta-oo-RAHN-tay	un restaurante
policeman	oon po-lee-SEE-ah	un policía
How much does it cost?	KWAHN-to KEWSS-ta	Cuánto cuesta?
Too expensive	MOO-ee KA-ro	Muy caro
Straight ahead	ah-day-LAHN-tay	adelante
To the right	ah la day-RECH-ah	a la derecha
To the left	ah la ees-KYEHR-dah	a la izquierda
I want...	KYEHY-ro...	Quiero...
to eat	ko-MEHR	comer
a room	oon KWAR-to	un cuarto
a hotel	oon o-TEL	un hotel
the check	lah KWEN-tah	la cuenta
Please stop	PA-ray por fa-VOR	Pare por favor
Please speak slowly	TEN-gah la bohn-DAHD-day ah-BLAR dess-PAHSS-yo	Tenga la bondad de hablar despacio
I am an American	SOY nor-tay-ah-may-ree-KA-no	Soy norteamericano

Portuguese

ENGLISH	*PRONUNCIATION*	*PORTUGUESE SPELLING*
Good day	bawng DJEE-a	bom dia
Good evening	BO-a NO-ee-chee	boa noite
My name is	may-OO NO-mee Eh	meu nome é
What is your name?	KO-moo say SHA-ma?	Como se chama?
I'm happy to meet you	moo-EEN-too praw-ZEHR	muito prazer
Please	por fa-VOR	por favor
Thank you	o-bree-GA-doo	obrigado
You are welcome	djee NAH-da	de nada
Excuse me (for an error)	day-SKOOL-pee	desculpe
Excuse me (May I pass?)	Kong lee-SEN-sa	com licensa
Goodbye	Chow	tchau
See you later.	a-TEH LAW-goo	até logo
Yes	Seeng	sim
No	NA-oong	não
Yesterday	OHN-teng	ontem
Today	O-zhee	hoje
Tomorrow	a-mahn-YAHNG	amanhã
I do not understand.	NA-oong een-TEN-doo	não entendo
I do understand.	een-TEN-doo	entendo
Understand me?	een-TEN-dee	entende?
Sir, Mr.	sayn-YOR	senhor
Madam/Mrs.	sayn-YOR-a	senhora
Miss	sayn-yo-REE-ta	senhorita
Go straight ahead	SEE-ga eeng FREN-chee	siga em frente
Turn right	VEE-ra ah djee-RAY-ta	vire a direita
Turn left	VEE-ra ah es-KAYR-da	vire a esquerda
Where is...?	OWN-djee FEE-ka	Onde fica...?
a toilet	oo bahn-EEAY-roo	o banheiro
a doctor	oong MED-jee-ko	um medico
a hotel	oong o-TEL	um hotel
a bank	oong BONK-oo	um banco
an exchange office	ooma CASA djee KAM-bee-o	uma casa de cambio
a policeman	oong poo-LEES-ya	um policia
I want...	KEH-roo	Quero...
to eat	koo-MAYR	comer
a room	oong KWAR-too	um quarto
the bill	ah KON-ta	a conta
How much is it?	KWAHN-too KOO-sta	Quanto custa?
I like it (very much).	Ay-oo GOS-too (moo-EEN-too)	Eu gosto (muito).
Please stop.	PA-ree, por fa-VOR	Pare, por favor.
I am an American	SO nor-chee-ah-may-ree-KA-no	Sou norteamericano

Sign Language

An excellent way to orient yourself and remove unknowns in a new culture is to become familiar with the many signs you see. Being able to at least recognize signs will help you to find needed facilities, avoid dangerous areas, and request direction or assistance. Even if you can't speak the language, you can walk around looking like you know where you are going and what you are doing.

Spanish

ENGLISH	*SPANISH*
Restroom	Cuarto de baño; baños (pũblicos); WC
Men	Servicios (sanitarios)
Women	Caballeros (Hombres)
	Damas
Do not enter	Se prohibe la entrada (No entre)
Entrance	Entrada
Exit	Salida
Danger	Peligro
No smoking	Se prohibe fumar (No fumar)
Push (please)	Empuje (por favor)
Pull (please)	Tire (por favor)
Employees only	Sõlo para funcionarios (empleados, dependientes, el personal)
Bus stop, bus station	Parada (de ómnibus)
Close out (sale)	Liquidación (remate)
Beauty salon	Salõn de belleza
Barber shop	Peluquería
Bank	Banco
Post Office	Correo
Train station	Estación (de trenes)

Portuguese

ENGLISH	*PORTUGUESE*
Restroom	Banheiro
Men	Cavalheiros (Senhores, Homens)
Women	Damas (Senhoras, Mulheres)
Do not enter	Proibida a Entrada
Entrance	Entrada
Exit	Saida
Danger	Perigo
No smoking	É Favor Não Fumar
Push	Empurre
Pull	Puxe
Enter without knocking	Entre sem bater
Don't slam the door (commonly seen on taxis)	Não Bata a Porta
Employees only	So para Funcionários
(Please get) receipt from cashier	(Favor Pegar) Ficha na Caixa
Bus stop	Parada (de Onibus)
Close out (sale)	Liquidação
Beauty salon	Cabeleireira
Barber shop	Barbeiro
Bank	Banco
Post Office	Correio
Long distance telephone office	Telefónica
Train station	Ferroviaria
Bus Station	Rodoviaria
Ice Cream	Sorvete

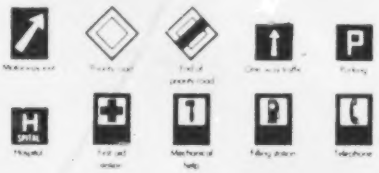
International Road Signs

▲ Warning signs ● Regulative signs ■ Informative signs

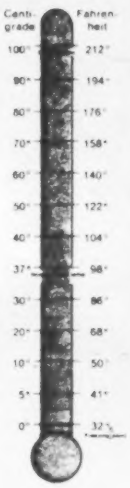
Colors may vary from country to country, but are usually red and black on a white background. Shaded areas indicate blue.

WARNING SIGNS

INFORMATIVE SIGNS



REGULATIVE SIGNS



TEMPERATURE

To Compute Fahrenheit: Multiply Centigrade by 1.8 and add 32.

To Compute Centigrade: Subtract 32 from Fahrenheit and divide by 1.8.

Clothing Sizes

CLOTHING SIZE CONVERSIONS: (Women)

DRESSES, SUITS AND COATS							
American	8	10	12	14	16	18	
British	30	32	34	36	38	40	
Continental	36	38	40	42	44	46	
BLOUSES AND SWEATERS							
American	32	34	36	38	40	42	44
British	34	36	38	40	42	44	46
Continental	40	42	44	46	48	50	52
DRESSES AND COATS (Children's and Junior Misses)							
American	2	4	6	8	10	13	15
British & Continental	1	2	5	7	9	10	12
STOCKINGS							
American & British	8	8½	9	9½	10	10½	11
Continental	35	36	37	38	39	40	41
SHOES							
American	5	5½	6	6½	7	7½	8	8½	9
British	3½	4	4½	5	5½	6	6½	7	7½
Continental	35	35	36	37	38	38	38½	39	40

GLOVE sizes are the same as in the U.S.A.

CLOTHING SIZE CONVERSIONS: (Men)

SUITS, SWEATERS AND OVERCOATS								
American & British	34	36	38	40	42	44	46	48
Continental	44	46	48	50	52	54	56	58
SHIRTS								
American & British	14	14½	15	15½	16	16½	17	17½
Continental	36	37	38	39	40	41	42	43
SOCKS								
American & British		9½	10	10½	11	11½	12	12½
Continental		39	40	41	42	43	44	45
SHOES								
American	7	7½	8	8½	9	9½	10	10½	11	11½
British	6½	7	7½	8	8½	9	9½	10	10½	11
Continental	39	40	41	42	43	43	44	44	45	45
MEN'S HATS										
American	6⅜	6¼	6⅜	7	7⅛	7¼	7⅜	7½	7⅝
British	6½	6⅝	6¾	6⅞	7	7⅛	7¼	7⅜	7½
Continental	53	54	55	56	57	58	59	60	61

GLOVE sizes are the same as in the U.S.A.

(All size equivalents are approximate)

Weights & Measures

WEIGHTS Metric Equivalent

U.S.A.		U.S.A.
ounce = 28.35 grams	1 gram =	.04 ounce
pound = .45 kilogram	1 kilogram =	2.20 pounds
ton = .91 metric ton	1 metric ton =	1.10 tons

LIQUID MEASURE Metric Equivalent

U.S.A.		U.S.A.
pint = .47 liter	1 liter =	2.11 pints
quart = .95 liter	1 liter =	1.06 quarts
gallon = 3.79 liters	1 liter =	.26 gallons

(1 imperial gallon = 1.2 US gal or 4.5 liters.)

LENGTH Metric Equivalent

U.S.A.		U.S.A.
inch = 2.54 centimeters	1 centimeter =	.39 inch
foot = .30 meter	1 meter =	3.28 feet
yard = .91 meter	1 meter =	1.09 yards
mile = 1.61 kilometers	1 kilometer =	.62 mile

To convert from kilometers to miles, divide the number of kilometers by 8 and multiply the result by 5.

In other words:

1 Kilogram is about 2 Pounds

1 Meter is about 1 Yard

1 Liter is about 1 Quart

1 Kilometer is about 1/2 Mile

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Others you would add:

A list of other country/culture specific texts is available upon request from the Language Research Center.

The Brigham Young University Language Research Center (LRC) is a specialized academic organization within the College of Humanities. A skilled and professional staff is devoted to research, development, and training in significant aspects of language and intercultural communication. It exists to serve tha BYU academic community, the Church of Jesus christ of Latter-day Saints (Mormon), governmental and educational institutions, private enterprises, and the general public.

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The Language Research Center is under the leadership of James S. Taylor, director, and V. Lynn Tyler, associate director. Dr. Taylor is a recognized authority in foreign language learning, testing and teaching. Lynn Tyler is a noted specialist in intercultural communication, with particular emphasis in intercultural writing and translation. He also serves in leadership capacities with the American Translators Association and the International Communications Association. Complementing the directorate is a capable staff of research associates from several academic disciplines, including personnel from several countries. The Center also draws upon the resources within and beyond the BYU academic community, involving many professors and scholars in various projects.

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